A STUDY OF FACTORS AFFECTING JOB ATTITUDES OF AGRICULTURAL PROGRAM MANAGERS IN NEPAL

by

Tek Bahadur Shrestha
M.Sc. Ag. Econ.

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DECLARATION

Except where otherwise indicated,
this dissertation is my own work.

T.B. Shrestha

August 1981. Tek B. Shrestha

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ABSTRACT

The subject of this thesis is 'Factors Affecting Job Attitude of the Agricultural Program Managers in Nepal' in which the main efforts were directed to investigating the impact of various job environmental factors on the job attitude of the graduate program officers.

The data used in the study was collected through a multistage sample survey in 22 representative districts of Nepal. Financed by the Agricultural Development Council, the survey retrieved the information leading to job attitude of the incumbents and the job environment, the important factors experienced by the program implementors in the hill, Kathmandu and terai regions.

Four attitude factors namely job liking, job esteem, job priority and job eagerness were extracted through factor analysis which were further subjected to multiple regression in order to see the strength and magnitude of relationship between these attitude components and the individual variable in the sets of job environment. Apart from this the relative importance of variables was evaluated in terms of regression coefficients for the meaningful interpretation of the results. The four sets of job environment structured on the basis of a priori reasoning were personal attributes, job experience, perceived expectations and district environment.

The result obtained through the study established that the existing agricultural administration needs to be reformed in terms of rank, length of service, position, transfer situation, economic situation, promotion policy, job effectivity, interpersonal relations, information system, social services, personal needs, and local cooperation. The study pointed out that these factors were responsible in the existing situation, causing major variations in the job attitude of the Agricultural Program Managers.

Since the performance and progress of the agricultural program depends on the incumbents' attitude toward their job, the study has been able to suggest necessary improvements in the variables influencing job environment named above in the interest of Nepal's planned development objectives.

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CHAPTER 1

INTRODUCTION

1.1 General Background

Nepal is a country dominated by rural agriculture. Wedged between China on the north and India in the south, east and west the country has an area of 140,797 sq. km. with a total population of 14.17 million according to the 1981 census. The average annual growth (Gorkha Patra August 3, 1981) of population between 1971 and 1981 was 2.1 per cent. The country's labour force in 1977 was 5.52 million (Far Eastern Economic Review, 1980, Year Book).

Agriculture, being the predominant sector, not only provides living to 94.4 per cent of the total population and employment to 90 per cent of labor force, but also contributes 69 per cent of the total GDP of the country. The sector earns 80 per cent of the total foreign exchange through the export of agricultural commodities.

Out of the total land area, only 21 per cent is arable with a per capita distribution of 0.17 ha. The hills, where the average farm size is less than 0.4 ha, are already densely populated compared with the situation in the terai[1] region where the farm size averages 1.7 ha (World Bank 1979). Land is very scarce and a constraining factor for the majority of the farmers. The share of land for 85 per cent of farmers is only 15 per cent out of the total cultivated area.

Two thirds of the land area is rugged terrain with poor soils, every year depleted with the down-pouring monsoon. However, the terai plain with one third of the country's total area contains

[1]Terai is the plains area.

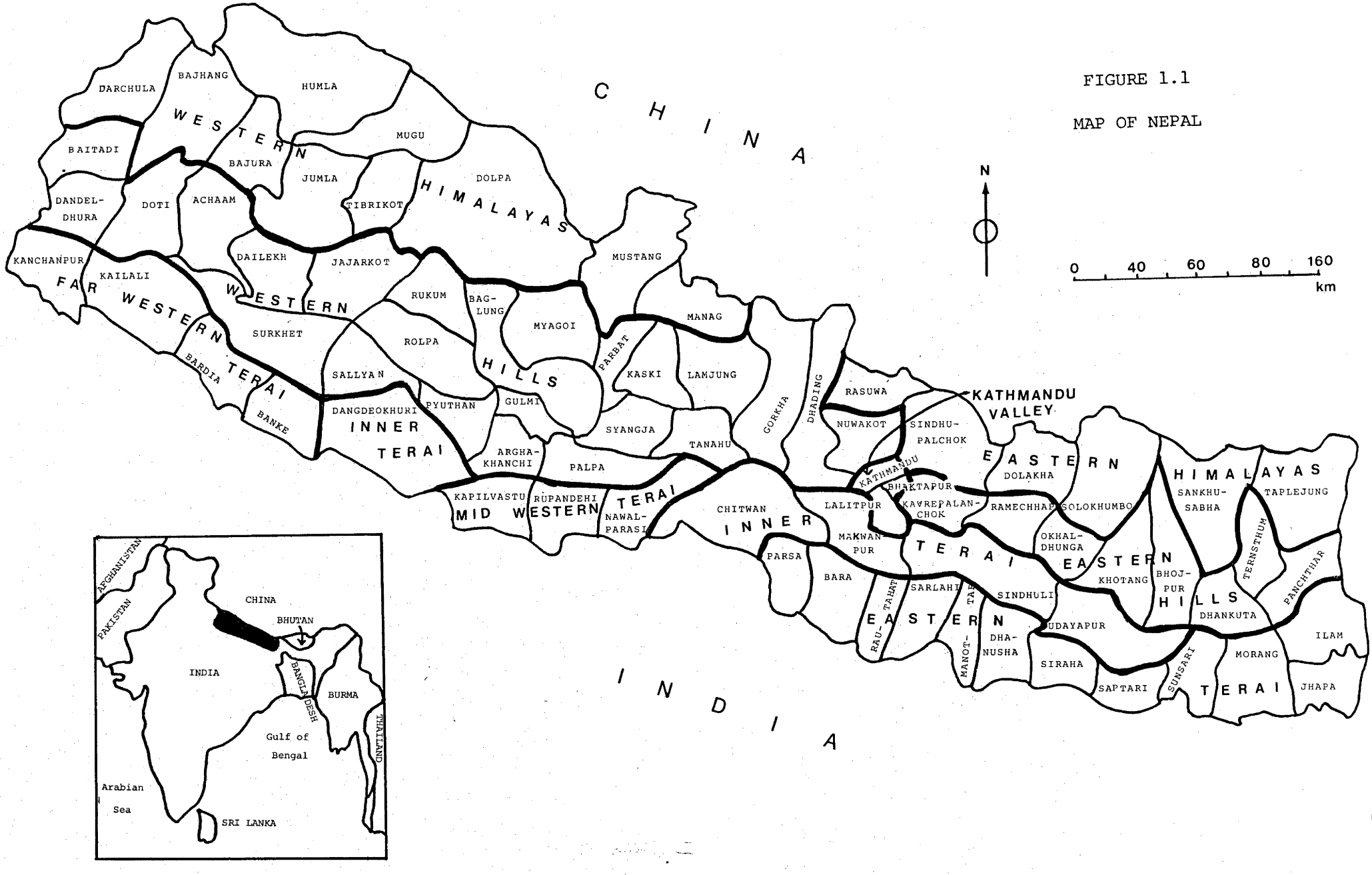

FIGURE 1.1

MAP OF NEPAL

66 per cent of the rich alluvial soil thus acquiring the name 'the granary of Nepal'.

Table 1.1. Active Labour Force According to Occupation 1971.

Occupation	Active Labour ('000)	Percent
Agriculture and Related	4579	94.4
Industry	52	1.1
Construction	5	0.1
Electricity and Gas	2	-
Commerce and Trade	67	1.4
Transport	10	0.2
Services	138	2.8
Total	4853	100.0

Source: National Planning Commission, Fifth Five Year Plan, 1975-80, Kathmandu Nepal, 1975. p.46.

The population density in the hills is extremely high with 1,493 persons per square kilometer of arable land. The situation is relatively better in the terai where the density is 379 per square kilometer of arable land. The man/land ratio is increasing every year. Besides, a narrow base of agricultural land permits no further scope for extending farming in the hills and the migration of the hill people to the terai every year makes the man/land ratio rise in this region as well.

The Kingdom of Nepal has been divided into four geomorphological divisions; the terai plains, the inner terai, the hills and the mountains (part of the Himalayan range), the nation has an elevation ranging from about 60 metres above mean sea level to an altitude of 8848 metres, the peak of the world.

The country has 14 political zones, with 75 districts as administrative as well as development units. At the grassroots level there are 2911 panchayats[1] as the local political as well as development units. Panchayats which are classified as village

panchayats or town panchayats are formed on the basis of the population normally ranging between 3000 to 5000 in case of the village panchayats and above 10,000 in case of the town panchayats.

The Kingdom had been divided into 4 development regions. According to His Majesty King Birendra's strong understanding and aspiration to appreciate the development need, the country has created one more development region, thus the total development regions are now five in the far western region of the country. The policy which will be effective from 1981 onward was announced in the inauguration of the 1981 session of the National Panchayat (Rising Nepal, 8 July 1981).

1.2 The Economic situation

On the whole the country has a subsistence farming system, mainly producing rice, wheat, maize, millet, fruits, vegetables, potatoes, spices and a few livestock and poultry. However, in the terai where the farm size is relatively bigger, the farmers prefer, given the favourable situation, to grow more profitable crops such as sugarcane, jute, tobacco and oilseeds.

On the economic front, agriculture has been accorded top priority in the recent decade to attain the stipulated growth in the economy. This is the only sector which has absorbed 90 per cent of labour force. Since the pace of development towards the nonagricultural sector can not be assumed without developing agriculture, the leading sector, labour employment outside agriculture would not expand considerably. The productivity of land, labour and capital decreases with the population growth, given the constant level of technology in the production process. The nonagricultural sector comprising industry, construction, commerce and trade, transport and services has absorbed only 5.6 per cent of

the total labour force. Therefore all the foregone plans have stressed the need for agricultural development at a faster rate in view of four primary purposes:

(a) it improves the employment situation within the sector;

(b) it generates saving for the development of the nonagricultural sector;

(c) it generates employment in the nonagricultural sector; and

(d) it improves the living conditions of the rural poor with the increased share accrued to them due to the economic development.

However, the aspirations of the development plan based on such sound principles have not been realised as was expected.

The new government formed after the general election in May 1981 has taken bold steps to mould the shape of the economy by imposing a larger development outlay than ever done before. Accordingly the budget estimates have an objective not only to increase agricultural production but also to simultaneously improve the industrial production situation for the benefit of the common people. Besides, in the industrial direction, the focus is on promoting the rural cottage industries based on local resources and attaining import substitutions. The development outlay proposed for the current financial year has been raised by 93 per cent over the last year 1980-81 (Rising Nepal, 9 July 1981). As in the previous plans, the largest sum has been allocated to the agricultural sector including forests followed by electricity, transportation, industry and mining, and other economic sectors.

Other important resources known in Nepal are its enormous hydro-power potential and tourist industry. Until now, not much has been done towards harnessing the vast hydro-power potential of over 80,000 megawatts. However, the tourist industry is on a gradual increase. Mining resources have not been found to any commercial

extent, although exploration is underway.

The adult literacy rate as of 1976-77 was only 19.2 per cent. The illiteracy and lack of skills among the rural people disqualify them from being accepted in the available jobs in the nonfarm sector. The intended employment possibility in the nonfarm

Table 1.2. Composition of Nepal's Gross Domestic Product (in current prices)
Amount in Million Rupees

Sector	Year 1966-67 GDP	% of total	1967-68 GPD	% of total	1968-69 GDP	% of total
Agriculture & Forestry	4218	67	5217	69	5890	69
Mining	1	-	1	-	1	-
Manufacturing	104	2	137	2	212	3
Cottage Industries	422	7	522	7	589	7
Construction	116	2	134	2	186	2
Transport & Communication	102	2	120	2	141	2
Financial Institutions	82	1	87	1	106	1
Ownership of Dwellings	683	10	698	9	714	8
Public Admin. & Defence	143	2	154	2	116	1
Wholesale & Retail Trade	284	4	247	3	311	4
Services	204	3	219	3	235	3
Public Utilities	8	-	10	-	11	-
Total	6331	100	7546	100	8512	100

Source: Nepal Rastra Bank 1972. Agricultural Credit Survey, 1972, The Survey Report, Vol.1, Kathmandu.

sector will not be substantial unless a deliberate effort is made to raise the levels of skills and education, commensurate with other needs in the rural area where underemployment of agricultural labor is common.

1.3 Agricultural Situation and Achievement

Agriculture is vital to Nepal; it is the mainstay of 94.4 per cent of the labour force (Table 1.1) and contributes to 69 per cent of the GDP (Table 1.2). However, agricultural development is still struggling to meet the overall development objective of the country. The development objective has been to augment agricultural production consistent with the minimum felt-needs of the people. Accordingly the Fifth Plan objective (1975-80) was to improve the living conditions of the rural masses through such an increase. The policy strategy for development was to narrow down the income gap over time through the equitable distribution of available resources and to alleviate poverty and destitution in the society. The performance, however, has not been as was planned when assessed at the end of the plan execution (1980).

A review of the progress achieved over the last 25 years of planned development would give a feeling that the gross national production of the country has lagged behind the population growth. The agricultural growth intended in the Fifth Plan was between 4 and 5 per cent with a 3.5 per cent contribution to the GDP from the agricultural sector alone. But the plan ended with progress less than that of the previous plans (1956-74). Growth remained stagnant (See Table 1.3). During this plan period, the annual foodgrain production is said to have declined by 3.07 per cent compared to 1974/75, although it constitutes 80 per cent of Nepal's agricultural GDP. Foodgrains such as rice, maize, wheat, millet and barley cover 90 per cent of the total cropped area. Among these, the wheat crop performed best with 6.28 per cent growth per annum during the plan period. The overall output of cash crops increased by 3.7 per cent annually in the Fifth Plan (Economic Survey 1979/80).

Table 1.3
National Production of Selected Cereal and Cash Crops
in the Fifth Plan Period (1975/76 - 79/80)

'000 M:Ton

S.No.	Crops	Base year 1974-75	1975-76	1976-77	1977-78	1978-79	1979-80	1979-80 Production Compared to Base Year %
1	Foodgrains	3846	3908	3704	3585	3661	3307	- 13.73
	Paddy	2452	2605	2386	2282	2339	2060	- 15.99
	Maize	827	748	797	740	343	554	- 33.01
	Wheat	331	387	362	411	454	461	+ 39.27
	Barley	26	25	21	22	22	23	- 11.54
	Millet	140	143	138	130	133	140	0.00
	Pulses	70	-	-	-	-	80	+ 14.28
2	Cash Crops							
	Sugar Cane	251	253	311	387	379	387	+ 54.18
	Oil Seeds	66	68	61	78	92	95	+ 43.94
	Tobacco	5	5	5	6	5	7	+ 40.00
	Jute	41	41	45	56	66	68	+ 65.85
3.	Potato	307	314	269	271	268	288	- 6.19

Source: The Sixth Five Year Plan (1980/81 - 1984/85)
NPC, His Majesty's Government of Nepal 1981.

The agricultural Sector Review of the World Bank has highlighted some of the important and valid reasons for such a poor performance of this sector. The reasons given were unfavourable weather conditions, low fertilizer consumption, lack of improved seeds, pesticides etc. Nepal's agriculture depends mainly upon the performance of the monsoon. Although the country has vast water resources, very little has been exploited. Consequently, irrigation facilities are available for only 15% of the total cultivated land.

The escalating price of fertilizers and other chemical pesticides, due to the oil crisis commencing in 1973/74, has discouraged farmers from using high yielding varieties of improved seeds which require higher doses of fertilizer and pesticides.

The producers price incentive declined due to the decline in the export price of rice. There has also been an adverse effect, due to the bumper harvest in India, on the domestic prices paid by the rice exporting companies.

The World Bank also pointed out some important endogenous factors such as the following :

1. the lack of success in adjusting public outlays to the sector in time and in composition to reach investment targets
2. failure to reach input the targets visualised in the plan
3. inappropriate pricing policies
4. organisational deficiencies
5. a general lacunae in the institutional makeup due to formidable manpower constraints and to general weaknesses in implementing the planned program (World Bank, 1979, pp.6-7).

The main cash crops mentioned earlier cover 9.5 per cent of the total cultivated area. The relatively better performance of these crops during the Fifth Plan has been due mainly to their favourable domestic price ratio. The requirements of the domestic sugar and

tobacco industries has placed the position of sugarcane and tobacco crops in a relatively better situation. Similarly increasing domestic prices for edible oil due to the demand for oilcake by the feed industries has been favourable to oil crop expansion. The jute growers are known to have better price incentives for this crop mainly due to the exchange premium offered under the Exporter's Exchange Entitlement Scheme. Potato, being the best substitute for foodgrains in the hills, has increased its production over time, although the growth has been slow. Nevertheless the growth performance has not been encouraging when compared with the output target of 10.9 per cent annual growth.

Although the livestock subsector makes a 14 per cent contribution to GDP, the development effort within it has been meagre. Livestock is an integral part of the subsistence farming particularly in the hills. Almost every rural household keeps some animals and poultry birds as a subsidiary source of farm income and to meet the requirement for protein in their diet. The plan has not been able to adequately cope with the development need in this direction. Due to poor management and shortage of feeds the productivity is low. Programs such as mass vaccination, veterinary care, genetic improvement, pasture development, and dairy development, have been implemented by the Department of Agriculture (now there is a special department, 'The Department of Livestock Development and Animal Health'). But the impact is too small to be measured as the need has been enormous. The Dairy Development Corporation (DDC) has been operating to cater marketing services for some of the important towns such as Kathmandu, Hetauda, Biratnagar, and Pokhara. In addition the corporation has run 13 cheese factories in various locations in the mountains.

Nepal has been striving since the inception of development planning in the country to expand irrigation. It has already been noted that the country has abundant water resources. In order to harness this resource and to bring more and more area under

irrigation the government invested a vast sum of the development budget on various irrigation projects, major and minor. The development fund has been varied, involving international aid or borrowings. In spite of this intensive effort only 15 per cent of the area is irrigated out of the total cultivated area (Budget Speech 1981).

Irrigation, wherever developed, has made the farmers respond to improved practices. The cropping intensity (See Ruthenberg 1980) in such areas has been recorded as 200 per cent higher and the paddy yield has gone up to 4.0 ton per ha. The main problems faced in such areas are the inadequate field channel networks and maintenance. The irrigation projects are handled by the Department of Irrigation, Hydrology and Meteorology, now under the Ministry of Water Resources, and some of the autonomous bodies of the concerned projects. Apart from the development of surface water, there has been a substantial effort to harness the ground water. Most of the major irrigation projects and all the ground water projects are operating in the terai districts of Nepal. In the meantime the government is very keen to develop irrigation in all possible areas of the hill districts and most of the minor irrigation projects are operating in the hills.

The biggest constraints facing these projects are shortage of trained and skilled manpower and the lack of construction materials such as cement, iron rods, etc.

Given the country's dependence solely on agriculture and the crops being very susceptible to weather conditions, the prospect of irrigation has been unquestionable for the development of agricultural sector.

1.4 Agricultural Administration vs Program Implementation

Nepal's development administration, not only for agriculture

but for the entire system of the economy, was greatly handicapped until the country developed a basic infrastructure such as transport, communication, warehouses, office buildings and administrative machineries. The five successive development plans which have operated in the last 25 years have made the situation a lot better. Yet the infrastructural need has not been satisfactory for the entire country. Meanwhile the agricultural development program has been stretched to as many hill and mountain districts as possible wherever such preconditions were created even at their minimum. The organisations catering for agricultural services and inputs at the field level include: Agricultural Extension Offices (ADO), Agricultural Development Bank (ADB), Agricultural Inputs Corporation (AIC), Nepal Food Corporation (NFC), Irrigation Development (ID), Dairy Development Corporation (DDC), Food and Agricultural Marketing Services (FAMS) and other agriculturally oriented offices.

Based on the three ecological zones (mountains, hills and the terai) and on the difference in the nature of agriculture in such zones, the Fifth Five Year Plan introduced another major concept which emphasises regional specializations in agricultural production. Accordingly, specialization is intended in livestock improvement in the northern mountain regions, horticultural development in the middle hills, and foodgrains and cash crop production in the terai plain of Nepal. The idea behind this policy measure has been to reap in the long run, the benefits of regional variations and to make people between the regions interdependent in local commodities produced in different regions (NPC, 1975).

The technical, financial, managerial, administrative and manpower needs to cope with such a plan are being realised now more than ever before. Agricultural administration and program management has far more responsibility than simply to stress the augmentation of foodgrain production, with only limited efforts towards horticultural and livestock development. This lopsided development strategy, however, could not be given up because of the

overriding effort that was made to meet the increased demand for foodgrains. The Fifth Plan which ended in July 1980, although initiated with ambitious policies, concluded with the saddest picture the country has ever experienced since development planning began.

In Nepal the administration of agriculture is a part of the general administrative and management structure. Notwithstanding the development needs of the country and the constraints that hinder the broad national objectives set forth in the country's plan, the administrative mechanism has provided a general criteria for the management of the whole system. The days are gone when a single criterion was enough. The present situation needs, if the set goals are to be achieved, defined norms and sets of expedient procedures which will be required to deal with the situation, keeping in mind different development purposes.

Development projects are prepared with a huge requirement for funds and materials. The existing administrative and management procedures have already proved to be insufficient to handle such affairs efficiently, as can be seen from the limited impact of the agricultural plan. Although the system has accommodated a few autonomous development projects here and there in the country operating under the guidance of executive boards, this is not comparable with the overall need for agricultural development.

Since the agricultural programs are the major component of rural development, the primary focus of the development plan, the autonomous development projects, such as Rasuwa Nuwakot Integrated Rural Development Project (IRDP), Narayani Irrigation Development Project (NIDP), Kankai Project (KP), have been financed to make a quick impact on rural development through a change in the existing agricultural situation. Governed by the executive board of directors, the projects are not under the control of the indigenous administration. What Uma Lele (1975) observed in the case of the African countries Malawi and Ethiopia regarding the difference in the

administrative status of autonomous projects and the countries' overall administrative capability, the impact of such difference also holds in the case of Nepal:

> 'Project authorities usually have greater financial resources and considerably more technical and managerial expertise with the potential for providing the indigenous staff with more training, additional administrative incentives, higher salaries, more fringe benefits and greater job satisfaction'.

She also has been able to identify some of the inherent and undesirable virtues of autonomous projects. Regarding the realization of the benefit from such projects, the production targets are set quite ambitiously relying on the conventional input-output coefficients for physical inputs without giving much attention the benefit accrued to some of the crucial complimentarities such as the supply of trained manpower to administer an input delivery system, the effectiveness of administrative procedures, or the existence of other physical infrastructure such as roads to facilitate inputs. According to her:

> 'the larger the proportion of expenditure in a given project on these latter types of components, the greater appears to be the need for ambitious production targets to carry the burden of these indirectly productive activities.
>
> Such targets may distract the attention of the project authorities from acquiring and training competent indigenous staff, from evolving administrative procedures that will last long past the stage of donor financing, and from developing effective working relationships with the normal administrative structure.
>
> The greater administrative flexibility and financial resources of the autonomous project authorities and the higher salaries and the administrative incentives that they may offer to the local staff may also become a source of annoyance and envy to the indigenous administration. An elitist project administration may develop that is not capable of establishing rapport with the normal administrative structure.
>
> Unless there is far reaching reform of the indigenous rural administration, it seems unlikely that in the long run the objectives of rural development can continue to be realised simply through the establishment of autonomous project

authorities (Lele, 1975).

As in the African experience regarding the consequence of the autonomous project authorities, Nepal has faced similar problems. The overall need of the country for agricultural development will not be fulfilled unless there is an overall improvement in the agricultural management system. The attitudes of the personnel and the management procedures outside the autonomous projects have not been encouraging, thus affecting the overall agricultural development program. Nevertheless the success due to the intensive effort and favourable administrative and management procedures put to effect in the autonomous projects is quite likely to change or modify the overall system. In other words, few autonomous projects now operating in the country throw their demonstration effect on the indigenous agricultural administration system.

1.4.1 Administrative Operations and Management of Agricultural Development

At the operational level, agricultural administration involves numerous periodic and routine activities. All these activities need to be conducted in an organised pattern of various projects or development programs in conformity with the development objective and the goals of the nation.

Administration and management is involved in a multidimensional way. Different facets of it are planning, organising, assembling resources, directing and controlling; all of them need to be exercised to fulfill various parts of a program or project (Beckhard, 1969).

Although the organisational and institutional requirement in many developing countries may be inefficient and inadequate as in Nepal, the basic structures do exist which may be common to operationalise various administrative functions. These are listed

and described below.

1.4.1.1 Organisational Structure
1.4.1.2 Planning and Coordination Structure
1.4.1.3 Implementation and Management Structure
1.4.1.4 Research Structure
1.4.1.5 People's Participation
1.4.1.6 Evaluation.

1.4.1.1 Organisational Structure

Organisational problems in the development front have become a crucial issue in Nepal. What is realised now is that some systems soon turn out to be impractical. All too often the changes in the structure have been experienced by Nepalese agriculture. Such changes have taken place in the structure at policy level as well as at the management level. The structure which existed when the survey was conducted for the present study does not exist now. The Irrigation Department has been detached from the Ministry of Food and Agriculture at policy level. At management level there is now a Department of Livestock Development and Animal Health which is split from the existing Department of Agriculture. Structural change in the agricultural institution has occurred many times within the last 25 years.

All such changes were exercised with a view to improving administration and management. The present organisational structure consists of:

1. Ministry of Food and Agriculture
   (a) Administration & Account Division
   (b) Planning and Coordination Division
   (c) Evaluation and Project Planning

2. Directorates
   i) Department of Agriculture

(a) Administration, Accounts and Planning
(b) Agriculture Extension and Training
(c) Crop Development and Research

ii) Department of Livestock Development and Animal Health
(a) Administration, Accounts and Planning
(b) Livestock Development
(c) Animal Health

iii) Department of Food and Agriculture Marketing Services.
(a) Agricultural Statistics
(b) Marketing Services
(c) Economic Analysis
(d) Food Research and Processing.

3. Corporations and Banks

i) Agricultural Development Bank
(a) Accounts and Administration
(b) Planning, Evaluation and Research
(c) Loans and Transactions
(d) Institutional Credit
(e) Small Farmers Programs

ii) Agricultural Inputs Corporation
(a) Accounts and Administration
(b) Planning and Evaluation
(c) Procurement and Distribution
(d) Seed Production and Inputs Storage

iii) Nepal Food Corporation
(a) Accounts and Administration
(b) Planning and Evaluation
(c) Food Procurement and Distribution

iv) Dairy Development Corporation
(a) Accounts and Administration
(b) Technical Division
(c) Collection and Sales

v) Agricultural Project Services Centre
   (a) Feasibility Study and Project Preparation
   (b) Documentation
   (c) Project Implementation and Management Training.

Also technical participation in Irrigation Projects and Cash Crop Development Boards of the sugar industry, tobacco industry and jute industries, are being undertaken by the experts within the existing structures. Recently the Nepal Tea Development Corporation has been brought under the Ministry of Food and Agriculture.

In the abovementioned structures, the Departments of Agriculture and Livestock Development and Animal Health have a widespread network for regional and district level services. Similarly, semigovernment structures, such as the Agricultural Development Bank, Agricultural Inputs Corporation and Nepal Food Corporation, have extended their services in the districts through their branch and sub-branch offices.

1.4.1.2 Planning and Coordination Structure

In Nepal the Plans call for district level coordination committees to be formed according to the principles of rural development, but as the plans progress vertically upward for approval at various levels, the plans continue to lose weight. Eventually the approved plan reaches the implementation phase, but with most of the planned budget dropped. At the centre the plan is discussed in view of the constraints relating to technical, financial, administrative and management capability. In other words planning is initiated with a "bottom-up" concept and ends up with "top down" strategy. The reality of the plan is lost on its way to its approval, thus presenting difficulty in implementation at the grass roots level.

At the centre the plan is examined by the programming panel constituting members from the National Planning Commission, the Ministry of Finance, Food and Agriculture and the concerned implementing directors.

The ideal system of Programming and Implementation Management (PIM) as seen by Robert Chambers (1974) in the context of managing rural development in East Africa could be a better approach. The district planning officers and the district coordinator, the Chief Development Officer, who is district administrator as well, is not involved in the final discussion of the plan. The failure of acceptance of the district plan in its original form is partly due to the financial inability of the government to cope with the views expressed in such plans, when considered in a nation wide scale. However, the invaluable PIM path suggested by Robert Chambers has many practical instructions valid in the rural agricultural development of Nepal.

1.4.1.3 Implementation and Management Structure

The management of various facets of the agricultural development program lies in the responsibility of the various departments and corporations mentioned earlier. At the central level there is a Central Coordination Committee headed by the Joint Secretary, the Planning and the Coordination Division of the Ministry of Food and Agriculture. All the departments and the corporation heads are members of this committee. The decision in regard to the implementation of certain programs or projects is passed on to the regional offices of the concerned department or corporation, which in turn is managed by the regional directorate. The district officers with their staff at district and village levels implement the programs.

The Department of Agriculture runs the countrywide production program through its district agricultural offices, crop

development and research through central or district research offices. Horticultural programs are also run by the horticultural farms and the horticulturists in the regional offices. The officer in charge in the district offices and the accountant who is appointed by the Central Accounts Department jointly operate the account. The extension agents at the grass roots level, known as junior technical assistants, are responsible to the district officer. The farms conduct regional trials and experiments, besides propagating seeds of the approved varieties of foodgrains and fruits and vegetable crops.

Similarly the Department of Livestock Development and Animal Health provides the management of Livestock and Veterinary programs through their regional and district offices. Livestock farms are involved in the production of improved breeds of cattle, buffalo, pigs and poultry chicks for distribution to the farmers. Accounting and administration are the same for all the government departments.

The Department of Food and Agricultural Marketing Services mainly conducts area and production estimates all over the country through its representation in all the districts, but the unit is too small and not well facilitated for maintaining the quick and efficient collection of agricultural statistics. It also has a plan to operate two foodgrain wholesale markets in two locations of the terai. The other activities are market feasibility and price studies of agricultural commodities, economic analysis of the farm enterprise and food research.

The Agricultural Development Bank provides credit services to the farmers for the production of foodgrains, cash crops, spices, tea and for orchard establishment, livestock management, tubewell and food industries. Loan operation and supervision is done by its branch and sub-branch offices in the districts. Apart from this it also operates small farmer development schemes and institutional credit in the rural sector. The bank has its own technical division engaged in the various branch offices for the technical evaluation of

the projects.

The Agricultural Inputs Corporation is a single government agency which also has a countrywide network to cater for the agricultural inputs services to the farming community. The main inputs handled by this are chemical fertilizers, pesticides, implements and improved seeds. Where the transport system is developed it has installed godowns for storing the inputs. Godowns located at the important places in the terai and hills retain the inputs one season ahead for distribution to the rest of the districts. Depending on its own technical and management capacity and the need of the farmers, it has a seed production and processing scheme operating under its management.

The Nepal Food Corporation is another big organization which handles the country's food trade through the Rice Export Companies (recently the Rice Export Companies were dissolved, effective from the fiscal year 1981-82). The export trade of foodgrains has been let to private persons. The Corporation's biggest role has been to offset the food deficit from its supply sources in the country. This has been one of its regular activities ever since the corporation came into being. It used to levy the Rice Export Companies 30 per cent of their transaction. Besides it maintains a buffer stock for intervening rising prices due to a shrinkage in the food supply in the market.

Like other bank and corporations the management of the Dairy Development Corporation also is undertaken by the board. Its main purpose is to provide markets for the dairy farmers at the transport access points, and to supply milk and dairy products in the urban areas. Dairy schemes have been operating in three urban areas of the country - Kathmandu, Hetauda and Biratnagar. Another plant is under construction at Pokhara. It also operates 13 cheese factories in the remote hills at selected places. The existing capacity of milk production is becoming smaller and smaller due to

the increased demand for milk in the urban areas.

The need for development projects is ever expanding, the role and services of the Agricultural Project Services Centre have become more and more indispensable to the agricultural sector. Its management is guided by the board. Located in Kathmandu, it has mostly been engaged in the preparation of various development projects on behalf of national and international agencies. Notably it has developed its experts' resources in various fields since its establishment. It is also involved in conducting various management level training courses in collaboration with foreign experts.

Although the Department of Irrigation, Hydrology and Meteorology (DIHM) was under the Ministry of Food and Agriculture (then called the Ministry of Food, Agriculture & Irrigation) when the survey was conducted it has now been taken under the Ministry of Water and Power. Functionally the DIHM is dictated by the needs of the agricultural sector.

The above account of the management situation and the implementation system of different activities has been provided as a background to the study problem. These management systems could suffer from inherent defects. Understanding the working of the system, facilities, job environment, people's attitudes towards their jobs, financial constraints and support from the departments of other ministries etc. is a complex procedure.

1.4.1.4 Research Structure

The research structures for food and food crops have been established in the centre as well as in the regions. The research stations are mainly engaged in testing the imported varieties of selected agricultural crops for their suitability in response to the microclimatic regions of the country. Research is carried out by the various research divisions of the agricultural departments such

as Agronomy, Horticulture, Soil Science, Botany, Entomology, Farm Engineering, Livestock Management etc. The economic research is mainly carried out by APROSC, ADB and DFAMS. Food research is conducted in the Food Research Division.

1.4.1.5 Peoples' Participation

The rural development objectives cannot be fulfilled without farmers participating in the programs. In the Panchayat sector, as well as in any development sector including Agriculture and Irrigation, the rhetoric of people's participation has been followed. In Nepal people's participation in the developmental activities particularly in the construction projects have been beneficial, in the sense that the country has been able to receive the voluntary services of local inhabitants for irrigation, road and bridge construction, basically initiated by the guiding principles of Panchayat Politics. Participation is also organised among the local public servants.

Robert Chambers (1974) analyses local participation in terms of objectives and functions.

The values ascribed to it in its various forms include

- making known local wishes
- generating developmental ideas
- providing local knowledge
- testing proposals for feasibility and improving them
- increasing the capability of communities to handle their affairs and to control and exploit their environment
- demonstrating support for a regime doing what the government requires to be done
- extracting, developing and investing resources (labour, finance, management skills etc.)

- promoting desirable relationships between people, especially through cooperative work (Chambers 1974, pp.86).

1.4.1.6 Evaluation

Since the National Planning Commission (NPC) is the final body for approving the country's overall programs, a quarterly (3 monthly) progress review is done of all the development programs and projects, and their progress is evaluated against the quarterly targets stiuplated for every program. The progress review is conducted normally by the Evaluation Division of the Ministry in a meeting comprised of the implementing program directors or corporation heads, and by the representative members of the NPC and the Ministry of Finance (MF). The field officers send in the progress report of the program and the reasons why such program targets are not fulfilled. A similar meeting is held in every quarter and a final review is made at the end of the year. The reasons for failure may be varied, for example, failure to receive the budget in time or nonresponse of the beneficiaries. Most of such failures are known to have resulted mainly because of administrative and management deficiencies in the system. It is also realised that the system lacks adequate manpower to consistently pursue the complexity of the problem. Besides, as in any other developing country, the record and statistics of the program and progress is not reliable for a clear assessment of the problem

1.4.2 Financial Administration

The financial operation used to be a great problem before the establishment of the network of any of the national banks. All the district headquarters have branchs or sub-branchs of these banks. The budget cheque is operated jointly by the program incharge and the accountant deputed to the program. The approved

annual budget is made available to the programs on a quarterly or halfyearly basis. The budget is spent under two different accounts - regular and development. Account and Audit have followed a standard pattern. Funds are to be spent according to the budget heads. The problem arises when the central directorate manipulates the budget and the district programs in many instances suffer due to inadequate funds in certain items of the budget.

1.4.3 Procurement and Store Administration

This has been found to be most unsatisfactory in Nepal. Funds are allocated for procuring program items. The procurement personnel are mostly of a lower rank and lack knowledge of standard procurement procedures. For the items which do not need a tender call or quotation, the procurement personnel buy the goods directly at the prevailing price. But when the situation arises of quotation or tender from the suppliers, the syndicated suppliers manipulate the price of the article and make undue profit. This is commonly practised, causing a shortage of funds on certain items. No special mechanism has been implemented to control such manipulations. Store keepers are not properly trained; consequently losses of stored goods are often noticed in the government stores.

1.4.4 Personnel Administration

This is the area of the present study. The personnel administration particularly in the government departments is far more developed than it was during the Rana regime.[1] This has undergone many changes yet it has not been able to cope with the development needs of the country. The question is, given the existing rules and conditions which the civil service code and regulations have provided, has it fulfilled the aspirations and needs of the personnel working under it? The personnel working for agricultural development seem to have their attitude reflected in the poor performance of the program. Even the program performance of the

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1 The Rana regime lasted for 104 years up until 1951. It was a system of hereditary prime ministership, drawn from the Rana family.

corporation personnel who are not affected by civil service rules is not any better. The general frustration on the part of the program involves some kind of search into the existing administrative system for agricultural development. The rules exist for both government and corporation personnel, as to how selection, appointment, promotion, transfer, leaves, rewards, punishment, performance evaluation and benefits are administered to various ranks of personnel. The Nepal Civil Service has been broadly classified into two divisions, administrative and technical services. The civil service has also been classified according to the facilities of services such as the Administrative Service, Forestry Service, Medical Service, Engineering Service, Agriculture Service etc. Nevertheless it has failed to define and make necessary provisions according to the need of different facilities of the service.

Considering the diversity of regions, programs and needs of the agricultural graduates working under various situations, the problems may vary considerably. Job situations affect the attitudes of the personnel. They may be satisfied or dissatisfied with their jobs due to their attitudes towards various external factors associated with the job. With proper administrative measures, changes could be brought about in the job environment. Hence the present study intends to examine the existing administrative system in the interest of the country's agricultural development perspective.

1.4.5 Summary

In this chapter a general background of the country along with the economic and agricultural situation has been provided. The chapter has also dealt with some of the important administrative and management problems facing agricultural development in Nepal. Efforts were also made to review the administrative mechanisms involved in promoting rural development programmes mainly in the context of agricultural development.

In Chapter 2 of this study the main emphasis will be placed upon defining the scope and objectives of the study as well as on stating the conceptual meaning of the variables selected.

CHAPTER 2

DESCRIPTION OF THE PROBLEM

This chapter is devoted mainly to understanding the need, scope and objectives of the study vis a vis the conceptual meaning of the variables included in the study.

2.1 Need for the Study

Agricultural growth is attained through the mobilization of various resources (physical inputs and human capital) supported by different national programs. Research efforts have been able to explain the relationship between growth and many economic variables including human capital. In the process of development, governments in the developing countries are confronted with basic problems such as creating the economic and social infrastructure and facilities which must be established for the programs to go well. This infrastructure has been offered by the Nepalese development plans for the last 25 years.

Along with the creation of the basic infrastructure, services are made available to most parts of the country by various service departments and corporations, so that resources such as land, labor, technical inputs in the form of improved seeds, fertilizers, pesticides, are properly integrated for achieving agricultural growth in the country. Besides, in the given development package, irrigation development, technical knowhow, farmer education, market place information, and credit also acquire a vital position in the development process.

Despite all such efforts made by the goverenment, the country's agricultural growth is still stagnating. The reasons for such staggering lack of growth and performance have been many. Earlier studies of the problem and the reports of aiding agencies

have substantiated the fact that the administrative environment and process in agricultural development has not been favourable. It has either directly affected the program or it has affected the job attitudes of the program implementations which in itself could be retarding the performance of the programs.

The general dissatisfaction among the incumbents can grow from a lack of incentives, rewards, job training, inadequate facilities in the work environment, career development policies etc. embodied in the existing system. Similar situations are experienced by other LDC's in the implementation of various rural development programs. In the context of African agricultural development Chambers identified four diagnosis relating to the personnel administrative problem, namely

i) lack of high level manpower;
ii) poor attitude among the public servants;
iii) lack of integration and coordination; and
iv) inappropriate structure (Chambers 1974)

However, he emphasised mainly an improvement of the management. Both Chambers (1974) and Lele (1975) have pronounced the gravity of the attitude problem in their works which also indicates scope for further investigation of the attitude of the personnel in relation to administrative provisions and its impact on the success of the program. Other research stressing the same theme can be found in Dube (1966); Montgomery & Siffin (1966); Riggs (1964) and Swendlow (1963).

In the context of Nepal, Shrestha et al (1979) conducted a study 'Job Environment and Job Consciousness of Agricultural Graduates' and concluded that the country's administration system should be reformed to regard the expectation of the agricultural graduates. They also examined the level of various job environments (personal attributes of the incumbents, job experience and expectations, district characteristics).

2.2 Scope of the Study

The scope of the present study is in the first place to examine the relationships between the job attitude of the agricultural program implementators and variables such as personal attributes, salary, promotion, transfer, interpersonal relationship etc. in relation to the different geographical areas of Nepal, and in the second place to identify the satisfying conditions of such environments in the perspective of the agricultural development programs. Further, the purpose of the study is to see whether different components of job attitudes such as job liking, job esteem, job priority, job eagerness and feeling of competence are affected by different environmental factors. It would have been interesting to analyse the contribution of the attitude levels of program administrators to agricultural growth. But, the size and time limits and statistical inadequacies did not allow consideration of the direct relationship between growth and attitudes. This should be a subject for further research. However, efforts will be made to see the implication of such attitudes in the general context. The logical relation between agricultural output and the job attitudes of the personnel is shown in Figure 1.

2.3 Objectives of the Study

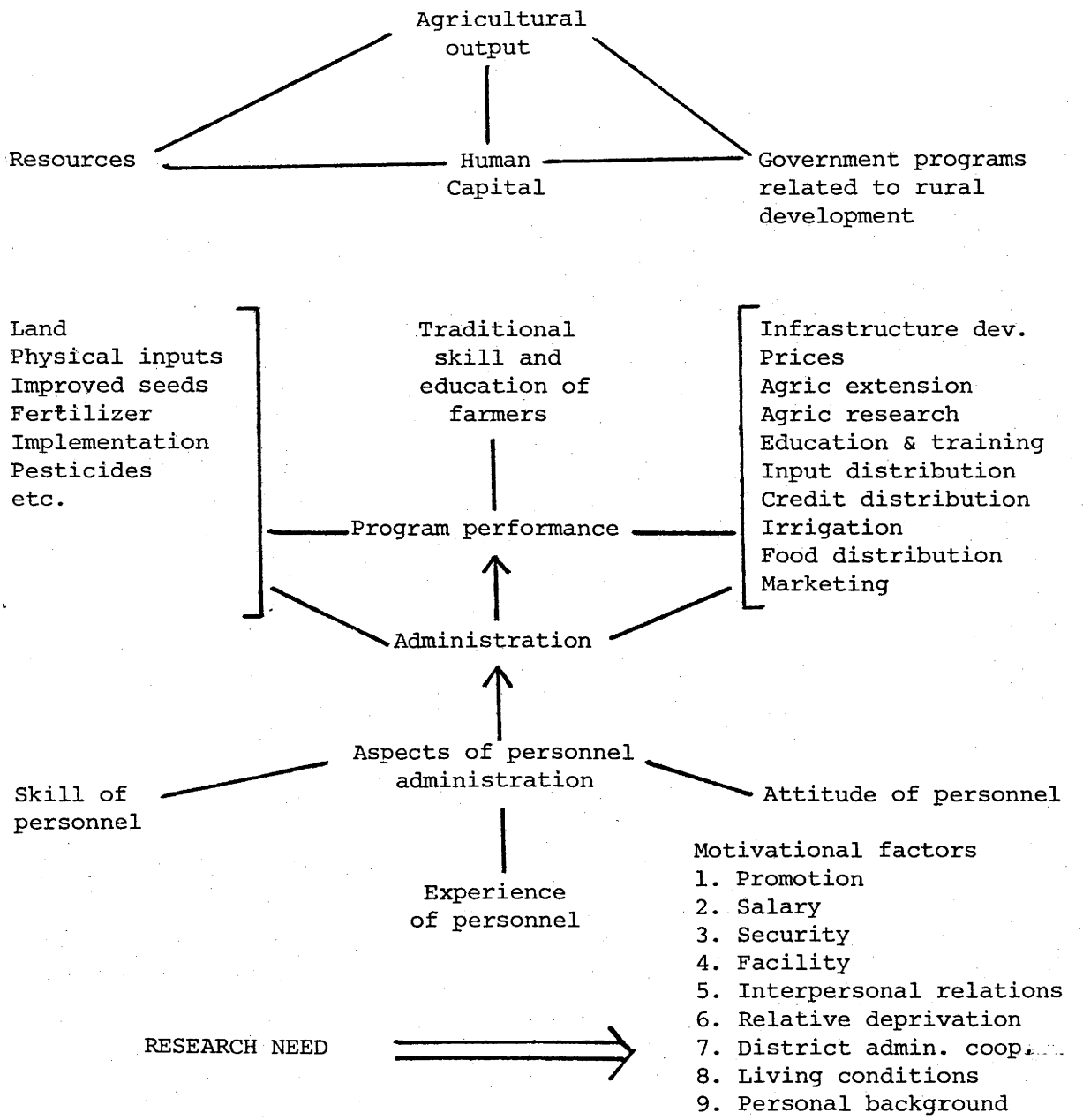
The present study objective mainly departs from the previous series in that it intends to investigate what different factors of motivation within the existing administrative system and the job environment would explain the job attitudes of the agricultural graduates in Nepal. The specific objectives of the study are:

1 To determine the components of job attitudes of the agricultural program implementors

2 To categorise the environmental variables into sets according to their relevance and meaning to the employed people

3 To examine the relationship between the attitude variables (dependent) and the job environmental variables

Figure 2.1
Logical Diagram showing Interrelationship between
Growth and Growth Mechanism



(independent)

4 To analyse the strength and magnitude of the relationship between the individual component of job attitude and various environmental variables for various geographical regions of the country

5 To make suggestions according to the importance of certain relationships indicated by the study.

2.4 Description of the Study.

The sample covered all the three geographical regions viz hills, mountains and terai (plains) of the four development regions of the country. Further the sample represented the wide spectrum of situations prevailing in the country and problems facing the incumbents. According to the multi-stage sampling technique, sample districts were first selected from the four administrative regions of the Kingdom where agricultural development programs were already executed. In the second step, in each region the three topographical districts (hill, mountain and terai) were included in order to have a representation of "difficult" vis a vis "easy" situations encountered by the incumbents. In the third step, a proper ratio was maintained between selected districts and the total number of districts in the region. In the last step, due to the project's limited time, only the more accessible districts were selected for study.

The distribution of sample districts by regions, and topography are presented in the table 2.1.

For the selection of incumbents for interview, firstly a list of district level graduate officers[1] working under various programs and/or organisations in the sample districts was prepared. From the list, the officers in Class I and Class II were stratified into Stratum I and the Class III officers in Stratum II. Then using the class list, the sample was drawn by random selection, thus constituting 307 officers to be interviewed.

1 Graduate officers must have a university degree of at least Bachelor level.

Table 2.1

Number of Interviewees in Different Districts and Regions 1978.

Development Region	Geographical Region			
	Mountain	Hill	Terai	Total
Eastern Development Region	-	7	48	55
Dhankuta	-	6	-	6
Illam	-	1	-	1
Morang	-	-	26	26
Jhapa	-	-	11	11
Saptari	-	-	11	11
Central Development Region	-	142	53	195
Nuwakot	-	6	-	6
Kathmandu	-	125	-	125
Makwanpur	-	8	-	8
Kavre	-	3	-	3
Sarlahi	-	-	5	5
Parsa	-	-	26	26
Chitawan	-	-	22	22
Western Development Region	3	25	4	32
Mustang	2	-	-	2
Manang	1	-	-	1
Tanahu	-	6	-	6
Kaski	-	18	-	18
Syangja	-	1	-	1
Kapilbastu	-	-	1	1
Rupandehi	-	-	3	3
Far Western Development Region	2	-	23	25
Jumla	2	-	-	2
Banke	-	-	19	19
Kailali	-	-	4	4
Total	5	174	128	307

Source: Shrestha, T.B., et al, HMG-USAID-A/D/C PROJECT Research Paper Series No.7, Sept.,1980.

The data collection was done through a structured and pretested interview schedule. The information sought in the schedule was mainly related to the personal characteristics of the incumbents (question 1 thru 20) and their job environment (questions 21 thru 44). Apart from this the schedule contained a section asking their job consciousness (question 45) in various forms of statements to be responded in five categories e.g. 'strongly agree', 'agree', 'uncertain', 'disagree' and 'strongly disagree'. The scores received have been subjected to factor analysis in the present study which is discussed in detail in Chapter III. Two additional questions (46 and 47) sought which factors would make informants satisfied or dissatisfied with their jobs.

Table 2.1 shows that the distribution of the sample actually interviewed remained out of proportion, although the original sampling plan was to maintain region wise proportions. Since the field work was conducted in the monsoon, the remote areas could not be reached for interviews. Instead, Kathmandu alone covered 40.7 per cent of the sample. Therefore, the analysis according to development regions and geographical region could not be followed. However, the present analysis has maintained four levels i.e. the overall districts, hills and mountains, Kathmandu and the terai districts based on the population of the officers in these regions.

2.5 Purpose of the Previous vs Present Study.

Job consciousness in the present context is a compound variable and comprises five important aspects of job attitude found among the officers responsible for undertaking various central and field-level agricultural development programs. Those five attributes of job consciousness in the previous study were taken as

i) whether or not some one likes his job;
ii) has eagerness or finds the job enjoyable;
iii) gives priority to the job;
iv) perceives that the job is a source of esteem;
and v) feels that the job enhances competency.

The collection of scores in response to these attitude variables varied between 20 to 100 for the 20 statements and gave the magnitude of job consciousness of each individual in the sample. In the previous study, with the same data set an attempt was made to examine the variation in these components of attitudes towards the job by relating them to different job environmental factors such as income, promotion, facilities, training needs, security and safety, interpersonal relations etc., and also to the personal attributes of the incumbents such as age, education, family size, organisation, and official strata. As the problem itself is multifaceted more meaningful results could be anticipated if a more rigorous examination of the interaction among the selected variables is allowed, by adopting proper statistical techniques. Nevertheless, the report has been successful in making certain valid suggestions following the results of the study. Basically the report has been indicative for the planners and policymakers to understand how a specific factor can affect motivation, lack of which may cause dissatisfaction to the incumbent.

However, the present study concerns itself with the fact that given due interactions between selected attitudinal variables and different sets of independent variables, some of the explanatory variables could possibly show their joint effect on the implementors' attitudes towards the job. As the data set embraces a large number of non-quantifiable variables, some closely associated with one another a suitable analytical technique should be chosen. Further detail concerning the techniques and the methods to be used in analysing the particular problem will be discussed under a separate section. At this time it will be worth giving a brief account of all the variables included in this study, considering the logic and conception for their inclusion.

2.6 Concept and Definition of Job Consciousness

"Job consciousness is the emerging affective and/or cognitive response derived from the incumbents' experience in

carrying out a task." (Shrestha et al 1980). Each of its five components, namely

a) liking the job
b) enjoying work (eagerness)
c) giving priority to the job
d) perception of esteem, and
e) sense of competency

tends to contribute to the job consciousness in totality. Job experience as such has a keen association with a host of social situations including the various administrative and personal attributes facing the incumbents. Under such circumstances, therefore, job consciousness cannot remain unaffected. The incumbent's attitude is seen in affective and/or cognitive response to the aforesaid job consciousness attributes when he evaluates mentally or experiences personally the relative endogenous factors. Apparently the job consciousness of an individual can be low or high depending on his own perception as related to various personal and administrative environments.

Regarding the concept of attitude, two authoritative definitions are found to be accepted, both supporting the postulated view that attitudinal factors become a device for measuring an individual's job consciousness. The two definitions are 'An attitude is a mental and neutral state of readiness, organised through experience, exerting upon the individual's response to all objects and situations with which it is related" (Allport, 1935), and 'an idea charged with emotion which predisposes a class of actions to a particular class of social situations' (Triandis, 1971). Triandis further elaborates his views by outlining the components of attitude into three parts.

a) The Cognitive Component.
...the idea which is generally some category used by humans in thinking. Categories are inferred from

consistencies in response to discriminably different stimuli (e.g. ´medical doctors´, ´public transport´, ´public servants´).

b) The Affective Component

...the emotion which changes the idea. If a person ´feels good´ or ´feels bad´ when he thinks about a category we would say that he has positive or negative effect towards the members of this category.

c) The Behavioural Component

...a predisposition to action, such as driving, buying or admiring cars.

In this study, the cognitive component of attitudes is ´Graduate Agricultural Program Implementors´; the objects, category and stimuli precluded are concerned discriminably with this component alone, though there is general applicability in as much as the administrative situation provides for many things in common.

The affective component is the perceptive or reflective feeling of an individual in response to job attitude which is measured through a 20-item scale consisting of five categorical judgements over each statement, namely strong disagreement, disagreement, uncertain, agreement and strong agreement, which were afterwards assigned Likert´s 5-point scale scoring 1,2,3,4 and 5 respectively. Thus there is an indication of positive or negative opinions regarding the job from each respondent.

The behavioural component of attitude, the ´predisposition to action´ is not measured by scale; rather other parts of the questionnaire gather information related to job satisfaction which help measure the behavioural component of attitude.

2.7 Concept and Definition of Job Environment

Job environment in the present study appears to cover all the associating factors which in one way or the other would interact

with the personnel's attitudes. What the job environment in its general meaning consists of are the materials, opportunities and relationships which are designed to facilitate the task. In the present context, however, these factors include all such material gains such as emoluments, rewards, facilitating objects such as residences, vehicles etc., opportunities such as promotion, training, transfer etc. and situations like geographical location where the officers are working together with their personal background. All these factors are treated as independent variables which may be interrelated in themselves for many socioeconomic reasons, thus complicating any effort to disintangle them to see the effect of a particular variable. The promotion factor for instance is highly interrelated conceptually with the factors such as salary and other annuities; obviously, therefore, this needs no further explanation. Even so there should be no denial of the fact that each of them e.g. salary and promotion, could independently influence a particular aspect of job attitude. Analysis, however, provides useful information in understanding the gravity of such a factor which is of course a matter of present concern.

Again, as was intended in previous studies, most of the information relating to environmental factors was received in such a way that the individual in the sample indicates his experience either in the affirmative or negative with his opinion presented in a bimodal fasion i.e. close ended or open ended. Most of such information allows the crosstabulation pattern in analysing the problem. In this study the environmental factors are reorganised into four categories namely

a) personal attributes
b) job experience
c) job perception, and
d) district environment

as opposed to the previous effort to simply divide them into two categories i.e. personal characteristics and job environment. These elaborations bear the rationale that each group of variables could

possibly present a more plausible effect on attitude variables which would avoid overlapping.

2.8 Job Satisfaction as an Outcome of Job Consciousness

Satisfaction in general means a state of mind and personal feeling - the affective component of attitude. However, the level of satisfaction is sensitive to several other factors rather than the job alone (Shrestha et al, 1980). Rogers observed that the satisfied members of the organisation were the most productive employees (Rogers 1957). Vandersal distinguished between 'satisfiers' and 'dissatisfiers'. Satisfying factors (achievement recognition, challenging job, responsibility, and advancement) affect job attitude positively whereas dissatisfying factors (unsatisfactory policy of the organisation, poor interpersonal relations and technical supervision, low salary and poor working condition) affect job attitudes mostly in a negative way. Satisfiers lead to increased interest, increased enthusiasm and increased productivity, whereas 'dissatisfiers' accomplish the opposite and ultimately may cause the worker to be unhappy and perhaps eventually resign (Vandersal, W.R., 1968).

Someone is known to be satisfied with his job if he personally likes the job, enjoys the work, gives priority to the job and feels a sense of esteem and competence. Since the expectation and aspiration of each individual varies, the ideal point at which one reaches the highest level of satisfaction would not be easily met. Nevertheless, the satisfaction matching the general agreement derives through the interaction of attitudinal factors and their explaining variables.

The problem of job satisfaction has been extensively researched in the past mainly by the psychologists interested in work organisations. The early work of Hull, Maslow and Alderfer attempting to explain the theoretical aspects of satisfaction forwarded two main theories of satisfaction referred to as 'drive'

theory and 'need' theory. In need theory Maslow (1954) believes:

> In essence, all drive theories and some need theories say that the more people obtain of what they want, the more satisfied they will be.
> In drive theory, satisfaction is treated as a concept that helps explain why something, such as eating, leads to change in behaviour, such as a reduction in food seeking behaviour. Satisfaction is not treated as a variable worth measuring and studying. Studies related to these theories therefore have not focussed on the causes or consequences of satisfaction, rather these studies have treated satisfaction as a sometimes useful explanatory concept or intervening variable (Lawler III, 1973).

Roethlisberger and Dickenson (1939) emphasized in their work 'The Western Electric Studies' the importance of studying the attitudes, feelings and perceptions of the employees towards their jobs. The work recorded strong affective reactions of the employees causing certain kinds of behaviour, such as strikes, absenteeism, and turnover. It is to be noted, however, that the studies did not indicate any clearcut relationship between satisfaction and job performance. Similarly, thousands of studies on job satisfaction after this period have been launched, most of which were stimulated by the desire to show that job satisfaction is important, implicitly assuming that it can influence productivity. Most of such research looked at the relationship between job satisfaction and factors such as age, education, job level, absenteeism rate, productivity and so on (Lawler III, 1973). A still more recent approach in this direction taken by the complex industrial society presents a view that satisfaction among the employees would be more concerned about the quality of life rather than the material possessions or economic gain. Most appropriately if one reviews the literature concerning satisfaction, there is no concrete format in which to fit satisfaction, rather different researchers over a period of time have defined it differently corresponding to their research objectives. As such many researchers have simply defined satisfaction in an implicit manner referring in particular to need satisfactions. Porter (1961) views satisfaction as the difference between what a person thinks he should receive and what he feels he actually does

receive. To simplify the understanding of the problem researchers have drawn a line of distinction between the concepts of facet or factor satisfaction and overall job satisfaction. Factor satisfaction implies people's affective reaction to particular aspects of their job such as pay, promotion, opportunities, training opportunities, interpersonal relationships, etc. Whereas job satisfaction refers to the individual's affective reactions to his total work role in conjunction with various extrinsic factors (Lawler III, 1973).

The present reference of such aspects points to liking, eagerness, priority, esteem and competence. At this point it seems reasonable to recall a simple and traditional model of job satisfaction instead of getting too involved in theoretical detail. Accordingly, 'Job satisfaction consists of the total body of feelings that an individual has about his job. This total body of feelings involves, in effect, weighing up the sum total of influences on the job, the nature of the job itself, the pay, the promotion prospects, the nature of supervision and so on' (Gruneberg, 1976).

The information gained for the present study will basically assess the magnitude of feelings (job consciousness) a person has about his job in relation to his personal background, job experience, district environment and personal aspirations. High job consciousness (better attitude toward job) will not necessarily mean job satisfaction, rather the effect of extrinsic variables would be examined in relation to how these variables explain the variation in job consciousness. Greater variation caused by a certain variable or group of variables would mean that such variables influence job consciousness. Fulfillment of such factors may increase satisfaction among agricultural officers. Suitable analytical tools such as factor analysis and multiple regression are useful techniques in assessing these relationships.

2.9 Economic Importance of Job Satisfaction Studies

In spite of the continued efforts made by social scientists and psychologists trying to see what causes job satisfaction among the people, there is little success in explaining a causal relationship between independent variables and job satisfaction. Nevertheless the researchers show that people's affective reactions (the attitudes) are correlated to different job associated factors such as pay, promotion etc. resulting in satisfaction or dissatisfaction and to various personal attributes such as age. The literature is replete with the idea that job satisfaction contributes to the productivity of employees in any organisation, although the factors or the aspirations vary from the people of one organisation to those of others. Also there is wide acceptance to the view that 'the level of satisfaction among persons in an organisation is directly related to the efficiency and output of that organisation'. 'High level of satisfaction among employees can be a sign of organisational health' ((Halligan & Smith 1981). In retrospect, dissatisfaction among the employers can lead to absenteeism and turnover of staff, increased tensions between levels of hierarchy or between types of workers which eventually results in poor job performance and involves high cost to the organisation. The main economic reason sought in the present study is that, like in any other organisation elsewhere, job satisfaction of the agricultural graduates engaged in the sector's various projects should contribute to the success of the programes.

It is not uncommon to hear about unhappiness, dissatisfaction and frustration amongst agricultural graduate officers, and that they are handicapped by a host of problems ranging from administrative inefficiencies to personal inadequacies in a particular situation. If one person talks about his job being unsuitable to him, the other ties up with a whole list of deficiencies, material stringencies and limited benefits. Still another type of person notes that the administrative system does not offer adequate delegation of authority, responsibility, status etc.

for the smooth operation of field activities, despite the fact that the government has since 1951 taken a number of steps to improve administrative efficiency. A close review of the Nepalese administrative system gives an idea as to how the present system of administration was developed. Certainly the administration now is far more equipped and sophisticated compared to the one in the pre-1951 period and has incorporated into it experts both foreign as well as domestic. Also it is a fact that in a different period The Administrative Reform Commission 1968 has contributed a lot to removing the inconsistencies underlying the Civil Service Act, 1956 following step by step the suggestions received from the experts (Joshi, N.L., 1973). Some of the aspects of reform prior to 1978 can be seen in the form of improvement over the existing system such as the categorisation of services, creation of cadres (out of 11 cadres, agriculture is one), converting all the developmental posts into the regular ones, selection, recruitment, promotion, leave, reward, incentive and punishment. Other kinds of benefits considered are medical treatment to the civil servant and his dependents, insurance, loan for housing from the provident fund, supporting educational expenses to incumbent's children, standardization of incumbents evaluation etc. Although the consequence of these improvements does not seem to significantly keep civil servants happy, possibly because they find it hard to see that these benefits help in terms of solving their day-to-day problems. Without going into much detail of such administrative procedures, it is worthwhile to focus on what the analysis reveals in terms of the attitudes and levels of satisfaction which the agricultural officers have about their job in the perspective of their experiences. Since the sample constitutes only the officers implementing technical programs under the Ministry of Agriculture the results will be valid for a part of the total administrative system, although it might give a meaningful clue to understanding the problem encountered by many others belonging to other groups in the system.

2.10 Construction of Job Consciousness Components

In this study five important attributes of job consciousness were selected. These are: liking, enjoying, priority, esteem and competence, each one of which is measured by four statements collecting an aggregate view of respondents in regard to a particular aspect of job consciousness. Each statement allows five scores if the view is 'strongly agreed' and one score if 'strongly disagree'. Thus the total scores for one particular aspect are made to vary between minimum four to maximum twenty, which in turn, for the five components one gives an attitude scale in the range of 20 to 100. This type of summated scale has frequently been used in the study of social attitude and was first devised by Likert (1932). It is commonly known as a Likert-type scale. Although in the previous study the aggregate scores received for a group four statement helped to determine the attitude towards job liking or other components, for the purposes of the current study the response to each statement has been treated as an individual variable initially before common factors were worked out. This provided a larger dimension for the determination of common attitude factors.

The original attitude test variables are as follows:

Test variables

1 Liking the job

*(i) you think of your job almost at all times (var 132).

*(ii) you like this job better than any other job (var 133).

*(iii) you have never found any job as interesting as this one (var 134).

(iv) while working you take your job wholeheartedly (var 135).

2 Enjoying work (eagerness)

*(v) your job is like a hobby (var 137)

*(vi) you do not have to push yourself for work (var

138)

(vii) it is very enjoyable working (var 139)

*(viii) you feel that your job is a source of your recreation (var 140).

3 Giving priority to the job

*(ix) besides usual working hours you give more time to your job (var 142).

*(x) you try to finish the job before doing some other activities (var 143)

*(xi) you think it is your commitment to carry out this job on time even though you have to do many other things (var 144)

(xii) no matter how much the job requirements are, you have to settle your personal matters first (var 145)

4 Sense of esteem

*(xiii) your job is socially respectable (var 147)

(xiv) you are proud of carrying out this job (var 148)

*(xv) being in this job, you think you are recognised by not only officials but any layman as well (var 149)

*(xvi) no other job will give pride to you like this one (var 150)

5 Sense of competency

(xvii) your boss realises that you are effective and efficient

(xviii) you think there is no one who can perform this job better than you

(xix) you get difficulties most of the time when you carry out your job

(xx) you are quite confident that being in this job you can contribute to human wellbeing.

*Test variables established by factor analysis.

Basically the statements enabled the extraction of the feeling and attitude of the respondent towards his job in a more simplified manner without having him face a direct reply to a particular aspect of job consciousness. Also the attitude questions were asked in the latter part of the interview schedule so that the respondent replies to them against the background of the different job environments he has reacted upon earlier. This approach tends to drive the inteviewee to express his attitude towards his job according to what he has experienced. This response to the above statements is expected to reflect his more realistic feelings.

2.10.1 Results of the Previous Study

An attempt made in the previous series of the study to measure the level of attitude components of the sample using all the variables mentioned gave the following results.

Table 2.2

Percentage of Respondents Who Displayed a Positive Attitude Regarding the Facets of Job Consciousness (with mean and S.D. on Likert's 5-point scale)

Attitude/job consciousness	Total No.	Percent	Mean	S.D.
Liking the job	307	73.3	3.9	0.2
Enjoying work	307	34.8	3.1	1.0
Giving priority to the job	307	91.2	4.2	0.1
Esteem about the job	307	50.5	3.4	0.3
Sense of competency	307	55.0	3.5	0.2

Source: 'Job Environment & Job Consciousness of Agricultural Graduates' under the Ministry of Food, Agriculture & Irrigation (1978-79).

In the total sample most of the individual facets of job consciousness were evaluated positively by Nepalese officers working for agricultural development. The mean for all of them is above the neutral scale 3 in Likert's 5 point scale. This clearly means the

sample, in general, carried a favourable attitude towards most facets of their job. The highest mean for giving priority to the job is a clear indication for this particular attribute to be of highest importance. This implies that most officers are guided by their conscience to do their job with priority regardless of whatever feeling and personal interest they have. Such a high response towards the job priority attitude confirms the implementor's sincerity for feeling that the country's development objectives would not be fulfilled if he did not give priority to his job. Discharging the obligation of their responsibility towards the development program is a strong motivational factor that attracts the attention of the officers more than whether or not they like, enjoy, feel sense of esteem and competence.

2.10.2 Determination of attitude variables

Since the incumbent's attitudes towards the job are important variables and their influence is intrinsic to producing overall job satisfaction following in semantic approach in Paul F. Wernimont's (1972) demonstration, such variables which represent the internal feelings of recognition, advancement, achievement, responsibility and liking for the work itself are also known as intrinsic factors. On the other hand extrinsic factors are all those external situations, such as organisation policies, working conditions, salary, interpersonal relationship, technical competence, which the person experiences, or has feelings about. Wernimont through his semantic and logical analysis has tried to establish that the semantic approach would be more suitable than the empirical research solution. However he maintains that such a ramification of variables helps the researcher to ask 'what else could possibly cause the intrinsic factors, that is, feeling of recognition, feelings of responsibility, etc.?' Then the question essentially involves an empirical solution approach to understand appropriately which of the extrinsic factors affect each intrinsic factor most strongly. This is essentially a relational approach of this study and will be dealt with in later sections.

2.11 Summary

In this chapter the main focus was on the need, scope and objectives of the study. The stagnating agricultural growth has a critical link with the Sector's program administration and management. Whether the latter were favourable to the program implementors or not will be the main area of investigation in the study. With this in view, the objectives were properly defined in the chapter. The conceptual meaning of different variables, such as job consciousness of the agricultural graduates and the job environment, as affecting factors, were properly defined so as to dwell on the objectives of the study. Apart from this, the chapter also dealt with the implications of job satisfaction in organisation activities and finally it discussed how personnel attitudes could be affected by various extrinsic factors in the light of previous research.

Chapter 3 of this study will mainly deal with the methods of research and a description of the dependent and independent variables.

CHAPTER 3

SELECTION AND DISCUSSION OF VARIABLES

This study has used survey data collected for previous research conducted by the Agricultural Projects Services Centre under the sponsorship of the Agricultural Development Council. The survey was conducted under the leadership of the author in 1978-79. The problem itself emerged as a need of the Ministry of Food, Agriculture and Irrigation (MFAI) when program evaluations considered the job satisfaction of the program implementors as a problem area to be examined. The content of the previous research 'Job Environment and Job Consciousness of Agricultural Graduates' has been published as 'ADC - Country Research Paper No.7' in September 1980.

The findings and conclusions of the previous analysis and publication will not be reviewed in great detail in this thesis. Rather, more sophisticated data analysis is intended for examining the relational patterns among the warrantees and drawing conclusions regarding the factors influencing job attitudes of agricultural program managers.

This chapter will provide an analysis of the selection and refinement of the attitudinal variables and then conclude with a description of the sets of independent variables used in the study. The description of the independent variables presents the reader with a profile of the agricultural program manager and of the various environmental variables in which he works. For a fuller description, see the previously mentioned publication.

3.1 Selection of Job Attitude Variables

Before entering into the relational analysis, it is necessary to examine whether the individual groups of attitudinal test variables selected have conformity with the intended objective,

i.e. knowing the respondents' particular aspect of job attitude - liking, eagerness, priority etc. The factor analysis technique administered to the original variables resulted in 12 test variables instead of 20. How these test variables were reduced to only 12 will be discussed in the methodological detail. For now an important fact to be noted is that three of four statements were found to be strongly intercorrelated with the individual factor forming only four clusters. Each cluster comprised the contributive relationship of 3 test variables on only four components of attitude: namely, liking the job, enjoying the work, giving priority to the job and feeling of esteem. There were no cohesive loadings on the 'competence' attitude, rather the loadings were too sparse, which in the regrouping process distributed to four other factors. Therefore, this particular aspect of job consciousness is considered to be redundant and did not have an individual identity.

Regarding the other four aspects of attitude, factor 1 constituted in the cluster three test variables of liking the job, and factor 2, factor 3 and factor 4 also followed the same pattern reorganising the original arrangement into the respective clusters of esteem, priority and work enjoyment. The statement 'while working you take your job wholeheartedly' due to its poor relationship with liking attitude failed to be seen as an explanatory variable. Similarly, other statements like 'it is enjoyable working', 'no matter how important job requirements are you have to settle down your personal matter first' and 'no other job will give pride to you like it does' were found to be inconsistent with enjoying, priority and esteem aspects. What most people understood to be the theme of these statements did not seem to them to represent the feeling of individual aspect of attitude. Or there is even a possibility that these particular statements did not convey much sense in relating themselves to the given attitude as Wernimont (1972) puts it 'saying that overall job satisfaction is qualitatively different from overall dissatisfaction, in and of itself, causes a great deal of confusion'. According to him such a problem involves the proper use of concepts

and terms which convey the meaning from researchers to respondents. It is not surprising if there is inconsistency in this area when the communication media is the English language which is only a secondary language for both researchers and interviewees. However in this study the use of the factor analysis technique has substantially overcome this difficulty and has reduced the number of test variables as well as factors based on their consistencies.

Clearly enough, job consciousness now emerges from only 4 attitude components namely, liking the job, esteem, giving priority to the job and enjoying the work. The test variables marked with an asterisk are the outcomes of factor analysis. They are instrumental in computing 4 attitude variables which will, in turn, serve as independent variables in the regression analysis.

3.2 Computation of Job Attitude Variables

Once the clusters and the test variables in it are sorted out, all those observable variables within any single factor are intercorrelated, mutually interdependent and hence can be combined. Computation of only 3 variables, as one factor, though will not explain the total weightage which would be theoretically wrong to assume. For 'each cluster consists of a linear combination of initial variables included in the study as the phenomena can be manifested by examining the loadings (correlation coefficients) on each factor column'. However, the high loadings of 3 of the 12 variables on each factor contribute most to explaining the variation on a particular factor which comprises them in a cluster. The new attitude factors are obtained by computing the scores of the clustered variables as follows

i) Statements (i + ii + iii) = Liking the job (Attitude F1)
   or Var(132 + 133 + 134) = Var 157

ii) Statements (v + vi + viii) = Enjoying the work (Attitude F4)
   or Var(137 + 138 + 140) = Var 158

iii) Statements (ix + x + xi) = Priority to the job (Attitude F3)
   or Var(142 + 143 + 144) = Var 159

iv) Statements (xiii + xiv + xv) = Sense of esteem (Attitude F2) or Var(147 + 148 + 149) = Var 160.

The summarised table showing factor loadings vis-a-vis magnitude of correlation between test variables and the individual factors will be presented in the following chapter.

3.3 Distribution of Sample vs Attitude Scores

The response to attitude components collected on the 1 to 5 point scale basis shows a distribution according to the intensity of total points scored by the individual on each aspect. Given the range of total scores on any individual aspect, one could be put in any of the three categories high, moderate or low in attitude. The highest one can score is 15 points if one responds as ´strongly agreed´ to all the 3 test statements. Just opposed to this, the bottom score will be 3 if all the 3 test statements are ´strongly disagree´. Between these two extremities lie ´agreed´, ´uncertain´ and ´disagreed´. Total scores falling in the region between agreed and strongly agreed puts the respondents in a high attitude category, between uncertain and agreed the scores indicating a positive though not high attitude. The respondents within this limit are considered to have a moderate attitude. All persons scoring less than 10 are considered to have a negative or poor attitude towards any of the aspects of job attitude.

The distribution of people falling on each region according to the above scheme is shown in the table 3.1.

Table 3.1

Range of Scores on the Attitude Factors (dependent variables) and the Frequencies

Scores	13-15	10-12	3-9	Total
Attitude	High	Moderate	Poor	
Attitude range	Attitude	Attitude	Attitude	
variables	pop.count	pop.count	pop.count	
	%	%	%	
Liking the job Var 157	66 (21.5)	175 (57.0)	66 (21.5)	307 (100.0)
Enjoying the work Var 158	37 (12.1)	111 (36.1)	159 (51.8)	307 (100.0)
Priority to the job Var 159	142 (46.2)	160 (52.1)	5 (1.7)	307 (100.0)
Feeling of Esteem Var 160	58 (18.9)	198 (64.5)	51 (16.6)	307 (100.0)

From the above table a comparatively higher proportion of the total sample were found to possess moderate attitudes towards job liking, job priority and esteem, accounting for 57, 52 and 65 per cent. Attitude towards enjoying the work was poor as supported by more than 50 per cent of the respondents. The highest support from the attitude viewpoint was for giving priority to the job as the overwhelming majority (98.3%) had a positive attitude in the range of moderate to high. The attitude towards job liking, esteem and enjoying work are positively supported too with marked variation in proportions between high and moderate scorers. Such a positive attitude lends itself to account for higher job satisfaction given the acceptable level of extrinsic factors viz. pay, promotion, working conditions, organisational policies etc. At present attitude scores obtained from the overall sample do not permit anyone to draw many conclusions about job satisfaction but what it simply does is to give a general idea of how the Nepalese agricultural program manager feels about his job.

3.4 Selection of Job Environmental Variables

The factors that are associated with a given job as well as the person holding the job can be seen in a multi-dimensional perspective. In this study all those variables affecting a person's attitude towards his job directly or indirectly will be referred to as extrinsic factors. Since these variables represent various things such as administrative policy, pay, promotion, working condition, fringe benefits, authority, responsibility, status, personal characters etc., they are also called situational or environmental factors. These factors serve as the independent variables deemed to influence the job attitude of an incumbent.

Although the data source (131 variables) offers a vast research scope for multidimensional study, the present study confines itself only to important variables. The decision in regard to the selection of independent variables was not easy. Firstly the data in the survey were split into two parts - one which provides information categorically, such as type of education, type of district, type of institution, rank, faculty, facility etc., - two age, income, number of promotion, number training, transfer, etc. which provide information in class interval. The second type of codes are chosen as the explanatory variables for further analysis. Secondly, to judge the suitability of these variables, they were subjected to a Pearson's Correlation test with the newly created form Job attitude scores. Variables found to be correlated with any of the four attitudes at the .05 level of significance were included in further analysis by multiple regression.

The independent variables according to their relevance and importance are categorised into the following four groups.

1. Personal attributes
2. Job experience
3. District environment
4. Perceived expectations.

3.4.1 Personal attributes of graduate officers

The variables which were found to be correlated with one or other aspect of job consciousness are

i) Age: The majority of the sample (70%) was in the age group below 35 years. The rest fell between 35-60 years of age. This gives an impression that most of the agricultural programs in the field and elsewhere are executed by young people;

ii) Sex: A very low proportion (6%) of the sample were women officers, all of whom were posted to the Kathmandu region. This clearly indicates the dominance of the male sex in most parts of the agricultural programs;

iii) Duration of training: Nearly 50 per cent reported they had received no training. Of those who received job training 39 per cent reported they attended a 1-3 months training program. Training of more than 5 months duration was received by 35 per cent, whereas 3-5 months duration was for only 14 per cent. One important implication of this is that the system lacks coherent training plans, not being able to offer job training to the majority of young graduates. The training need has been expressed by a very large proportion (93 per cent) of respondents. According to the promotion criteria defined in Civil Service Regulations, training, apart from enriching the knowledge of the personnel, has a score given to it which would be of advantage to the trained in securing early promotion;

iv) Number of training opportunities: Of those who attended training, nearly 21 per cent had opportunities more than once (up to 4 times) and 58 per cent attended only once. The remainder were indifferent in response. Possibly they did not consider it related to the job if they had any

opportunity;

v) Number of educated family members: The sample constituted 53.7 per cent of officers with 1 to 3 members educated, 16.9 per cent with 4 to 6 members educated and 7.3 per cent with more than 6 members educated in their family. Nearly 22 per cent had no educated member in the family. A higher proportion of people were found in Kathmandu and the Terai region as compared to those in the Hills and Mountains. In the context of LDC's, a larger number of educated family members give more freedom in regard to making a choice between different job alternatives, because of the larger scope for employment and income generation among the educated elite. For there is a greater possibility for any member to share the living costs in the family among other members;

vi) Number of family members employed: Among 130 respondents, 51.5 per cent reported they had at least 1 member in the family already employed. A fairly good proportion (46.2 per cent) had 2 or more members employed. Serious concern arises among those who had neither any family employed nor any other source of income to offset the income gap. (The argument takes as a basis the previous study's results);

vii) Partial dependants: In the sample, as much as 72 per cent of the respondents themselves were members of an extended family system. The number of partially dependant members of the family varied between one to more than 5. Nearly 27.2 per cent of the respondents supported one to three dependants. Approximately the same proportion (27.8 per cent) of people had to support 4 to more than 5 members;

viii) Family expenditure: Family expenditure per month varied between a minimum of NR 600 to a maximum of NR 3000 or above. The highest proportion of the sample

(31 per cent) was found in the category spending in the range of NR 1000-1500 per month. The next largest proportion (16 per cent) reported to have an expenditure ranging from NR 1500-2000. Only 24 per cent of the total sample could manage a monthly cost of living between NR 600-1000; in contrast to this 29 per cent had estimated that their living expense was more than NR 2000 (even going above NR 3000). The average family expenditure for the sample was NR1631.00;

ix) Family size: Nearly 40 per cent reported having a family of 6 members or less while 35 percent had 7-12 members. The rest had more than 12 members in a family;

x) Characters (composition) of family: The survey indicated that the majority of the officers (72.3 per cent) were members of joint families and the rest were members of nuclear households. Over 79.2 per cent lived with their families.

3.4.2 Job experience: The incumbent's experience in his job has been conceded in this as an important factor. The study therefore intends to examine the affective reactions of the program implementors on the following variables.

i) Rank: The sample comprised three rank categories, Class I, Class II and Class III positions of agricultural officers regardless of their posts. The highest rank next to the special class (Ministry Secretaries, Zonal Commissioners, Ambassadors, Justices) is Gazetted Class I position in the Nepal Civil Service. Joint Secretaries, Director Generals of most departments and Regional Directors, General Managers and Regional Managers are under this category. The Class II category consists of positions

like Under Secretaries, some of the departmental Directors, Senior technical officers, branch managers of Corporations and Banks etc., whereas Section Officers, Assistant Agriculture Development officers, District Managers, etc. come under Gazetted Class III category. The sample contains 65.5 per cent of Gazetted Class III rank or equivalent officers, and 34.5 per cent of Class I and Class II ranks or the equivalent officers in the corporations and banks;

ii) Year when the job started: The officers' experience in terms of the number of years they had served varied greatly between more than 20 years to just a couple of years. The sample contained only 19 per cent of officers who took the job prior to 1965, the rest of them joined the service between 1965 and 1978. The highest proportion of people entered the job market during the period 1970-74. The increased entrance of people towards agricultural programs, however, has not been able to offset the need for trained manpower for the increasing developmental activites in Nepal;

iii) Position when joined: Most of the officers (80.3 per cent) joined as Class III officers. Others, more common in corporations and banks (nearly 4 per cent) entered directly into Class I rank, which does not ordinarily happen within HMG Civil Service. Nearly 15 per cent of the people were non-gazetted workers when they entered the service;

iv) Present job position: The proportion of Gazetted Class I, Class II and Class III was 9.5 per cent, 22.2 per cent and 68.3 per cent respectively;

v) Other job tried before taking up present job: Two-thirds of the sample seemed to be guided by their interest or the field of education and had not tried for jobs outside the Ministry of Agriculture. One-third of the respondents had tried for other jobs for

various reasons;

vi) Preference of other job:[1] Quite a big proportion (43 per cent) expressed their preference for another job. About 57 per cent of them, however, did not indicate any preference;

vii) Posts changed since the respondents took the job: Changing posts can affect an employee's level of satisfaction. Level, pay, prestige, rights, etc. may be favourable here and unfavourable there. Nearly 9 per cent changed posts more than 5 times, 25 per cent faced 2-3 changes, and at least one change was experienced by another 24 per cent of the people. However there was no change of post for 44 per cent;

viii) Districts (working area) changed since the job was taken up: Most of the officers had their working area changed due to transfer from one place to another and faced either a change in their post or the same post at another place. The latter was due to requests placed by a couple of officers in their dissatisfaction for their working area or even to supervisors thinking that a particular officer had not been successful at a particular place. The respondents faced a change of one place to more than 5 places during their service period. Nearly 27 per cent did not face any change of place and this may be because they were new entrants to the job;

ix-xi) Duration in the remote areas: Out of 75 districts in the country at least 16 are classified as remote areas where the means of communication is highly restricted and disproportionate compared to other parts of Nepal. Mobility from one part to another is constrained

[1]Other job refers to any job outside the Agricultural Ministry which the respondent concerned perceived is better than what he is doing in relation to pay, fringe benefits, opportunity, going abroad and so many other things in his comparative judgement.

mostly in the rainy season, as such they remain isolated. Although the government is doing its best to develop these areas through implementing the Remote Area Development Scheme with an objective of meeting the basic requirements of people there by developing suspension bridges, drinking water, health services, postal services, air strips and primary schools, generally many people fear taking jobs in those areas in anticipation of hardships they and their families might face. However, special provision of allowances and credit is the prospect for those who face the challenge.

There are 36 moderately convenient districts with a better situation and less tangible benefits (allowance and credit) but more than in the convenient districts. All Terai districts and the districts of Kathmandu Valley are considered to be convenient.

The sample contained 6.5, 34.2 and 54.7 per cent of people who served in different geographical regions of the country i.e. remote, moderately convenient and convenient districts rspectively, and the working period varied for less than one year to more than 5 years.

xii-xiii) Salary & Increment: The monthly salary was in the range of NR500 to more than NR1600 in three categories of officers, averaging NR871.6 per month. The pay (effective up to 1978) of Class III, Class II and Class I officers including the last grade they could receive amounted to NR820, 1200 and 1650 per month. More than 52 per cent of the sample received pay below the average and 98 per cent received it below their average monthly expenditure, indicating that the salary that the majority of the Program implementors get is proportionately too low. The previous study pointed to the fact that the gap between salary income

and family expenditure (at least 61 per cent) was met through various sources, such as agriculture, part time job, paternal property, family salary, house rent, etc. of which agriculture alone contributed as much as 47.64 per cent of the gap. The annual increment was from NRs15 to 60 depending on the rank which is insignificant for covering any rising expenses;

xiv) Transfer: Whether the respondents were transferred or not was clearly indicated by the variables 'Number of posts and district changed'. However, the reason for posing a separate question on this issue was to know the varied reasons for transfer. Nearly 65 per cent faced transfer; for 40.7 per cent the reason was a general transfer. Nearly 28 per cent indicated the transfer was faced simply because of the supervisor's will and 12.6 per cent however reported that they were transferred according to their own preference. The rest expressed a mixed feeling. The general transfer of officials is when the department undergoes structural change or sometimes even when there is a change of person for an executive post such as Director General or General Manager.

3.4.3 Perceived Expectations. Under this category only those variables are included which the program implementors perceive as important for the effective execution of assigned jobs. How important these variables are in affcting the different attitudes of the personnel will be seen by including this group into the model. The concerned variables are described below.

i) Promotion possibility: In the sample 67 per cent perceived they had a chance of being promoted. The remaining 33 per cent did not see any scope, either being too junior in service or because of the

uncertainties underlying the promotion regulations or possibly because a small number of respondents were already Class I officers and the chance they see of going up is too meagre. According to civil service regulations one has to serve at least 5 years in any rank in order to become a possible candidate for higher rank;

ii) Self assessment for claiming promotion: The respondents evaluated themselves by what they had built up through major criteria such as seniority, qualifications, experience of work in different geographical areas, supervisor's work assessment report, medical fitness, medals for extraordinary performance etc. Quite a large proportion of the sample (91 per cent) showed the capability for being promoted. Certainly considering the fact that promotion widens the prospect of the incumbent in terms of money, authority, status attached with the higher post, every officer is prone to strive for building their capability as best as possible. Given promotion regulations in effect only 36.4 per cent thought they had a chance for promotion in the next 3 years; whereas, others saw the possibility as quite remote;

iii) Opinion about present pattern of promotion: Regarding the present pattern of promotion 67.5 per cent of program implementors gave their opinion on prospects as discouraging. The others had positive views towards the present promotion pattern;

iv) Present level of authority: Program implementation involves decision making in matters relating to financial operation, field activities, and general administrative problems. If the authority is not delegated adequately to the field level or any concerned officer, performance is delayed and the

program suffers. Many field commitments fail simply because the decision can not be made by the program officer. In the sample nearly 47 per cent reported the present level of authority as being too low. Medium authority was indicated by 44.3 per cent of respondents. Only 8.9 per cent felt the authority at present was high enough;

v) Present level of responsibility: The sample showed nearly an opposite view regarding the level of responsibility the officers felt they had. Such an imbalance between the authority and responsibility hampers the program and culminates in red tape. The sample showed 57.8 per cent of the managers thought that the present responsibility was high and 32.7 and 9.5 per cent indicating medium and low respectively;

vi) Present status: Status in this context refers to the level the incumbent feels he has in his given job. It is not uncommon to see, for instance, a person with high status being kept without authority and without responsibility but still enjoying the status of high pay and prestige which are attached to that level. However, the present status among the agricultural graduates is moderate in consideration to their jobs. 58.4 per cent of people reported they had medium status and 17.9 and 13.4 per cent reported low and high status respectively;

vii) Present salary: 60.7 per cent of the managers reported that the present level of salary is low. However, 35.4 per cent showed indifference reporting that the salary level is medium;

viii-xi) Desired authority, responsibility, status and salary: Higher responsibility was preferred by a larger proportion (87.5 per cent) than for present conditions. With these variables far more managers preferred a higher level of authority , status and

salary. The percentage varied as 73.0, 75.7 and 84.2. A negligible proportion of respondents wanted a lower level on each of these variables, with a few supporters of a medium condition. This indicates that most of the agricultural graduates may be enthusiastic and aspiring for effective operationalisation of the program;

xii) Need for training: Job training for the program implementor is noncontroversial, as 93.2 per cent felt a need for training. Training not only helps enrich the knowledge and skills of the incumbent, it is a big incentive to many when it is overseas training. As such, it is a strong motivational factor among the agricultural graduates in Nepal;

xiii) Job security: About 88 per cent of managers replied positively that they had job security. Very few reported being insecure;

xiv) Physical Safety: For 84.4 per cent physical safety was not felt to be a problem. However, 14.4 per cent people felt unsafe. Quite possibly field work in the remote areas involves a risk of not having food, medical care, etc.

xv) Interpersonal relations with superior authorities: About 73 per cent of officers felt they had good interpersonal relations with their superior officers. The others had average rather than a poor relationship. A poor relationship with superiors was noted by only 3.0 of the sample;

xvi) Interpersonal relations with immediate boss: A good relation with the immediate boss was found among 81.3 per cent of officers. Others mentioned having average or poor relations, the latter being 1.3 per cent;

xvii) Interpersonal relations with friends: 89.2 per cent of the sample reported good relations with their friends

with a smaller proportion of officers having just average;

xviii) Interpersonal relations with subordinates: In this also the proportion reporting good relations was as high as 87.8 per cent with 1 per cent reporting poor relations with their subordinates;

xix) Interpersonal relations with clients: Here again quite a large proportion of the sample established good relations with the clients. Others maintained average relations with their clients.

Interpersonal relations with different types of people become quite important for any kind of development program. Bad relations contribute to failure in achieving program objectives.

3.4.4 District Environment: This refers to all those facilities and social amenities available in a particular district which the officer enjoys in common with other people including those the officer perceives are important to keep him going in his job without difficulty. The relationship between such variables and the officer's attitude towards them is one of the prospects in the study. The variables considered are as follows.

i) Schools and colleges: Of 298 respondents 87 per cent reported that the schools and colleges in the working district or in the neighbourhood were good;

ii) Hospital: This facility was reported to be good for 76 per cent of the sample. The remaining 24 per cent reported bad to very bad at those places where they worked;

iii) Electricity: 78 per cent of the sample lived in electrified areas;

iv) Transportation: Transport services in the working premises were reported to be good for nearly 74 per cent of the program officers. It remained stringent

in those areas where the rest of the officers worked;

v) Access to market centre: 76 per cent had no difficulty in getting to the market centre;

vi) Drinking water facility: This was not a constraint for 69 per cent, whereas other 31 per cent mentioned their area had bad to very bad conditions.

Of the above variables, at least 14 to 24 per cent of the people seem to have very good facilities, 52 to 64 per cent mentioned the facilities were good, but around 25 per cent seemed to greatly lack these basic facilities;

vii) Residence: An overwhelming majority (68 per cent) were in favour of residential facilities ranking it in first place. Such a high vote for this facility confirms that a substantial portion of the incumbents prefer to rent a house for their residence;

viii) Vehicle: Next in order of importance, the officers voted for a vehicle in those areas where roads are good. Although in many districts, the office of Agriculture Extension, Research Station and Farm, Agricultural Development Bank and Inputs Corporation have received this facility, the increased pressure from farmers for technical services demands faster mobility. In the Terai and some of the hill districts services could be expanded and the mobility improved given suitable means of transport;

ix) Nearness to town: This facility was placed in third position as it received first priority from 25 per cent of people. Nearness to the market centre is an important factor because the officers can fulfill their personal as well as many official needs. Moreover the market is an important premise from the farmer's point of view for him to sell his produce and buy the things he needs;

x) Communication facility: This facility has been placed

in fourth position as 22.4 per cent of respondents showed its importance by assigning it second rank;

xi) Schooling: This received preference from 20.2 per cent of people placing itself in fifth position;

xii) Health care: This facility is accorded sixth place as the proportion of people giving importance to this particular facility was only 17.6 per cent;

xiii) Supplies for job performance: This is in a similar situation to health care, with 17.0 per cent people noting its lack;

xiv) Local cooperation: This was also an important variable for the personnel and in order of preference it could be placed at par with health care and supplies for job performance;

xv) Access to official information: As much as 17.9 per cent (similar to the preceeding three factors) indicated their preference for this factor.

The ranking of these district facilities gives a better idea about each of them in regard to how seriously a particular facility is lacking. From the program implimentors' point of view each of them is equally important. But the rate for a particular aspect points to its lack for those who prefer it. For instance the first ranked facility (residence in this case) is the most lacking and preferred by most of the respondents. The last 4 types of facilities (health care, supplies for job performance, local cooperation and access to official information) are less important. Their being on the bottom rank suggests that there are comparatively fewer people who are constrained by inadequacies in such facilities in their working area;

xvi) Facilities compared with contemporary friends: Forty per cent of respondents reported that they had fewer facilities as compared to their contemporary friends.

As mentioned earlier, there is a general feeling among the departmental and corporational personnel that each saw the other better facilitated. Also those who felt deprived, compared themselves with those working in other ministries who have better opportunities going and serving abroad and enjoying more authority and social status etc.;

xvii) Getting timely necessary information in connection with job: Nearly 74 per cent of the people reported that they could get the necessary official information in time. However, the other 26 per cent were obstructed for various reasons;

xviii) Support from district administration: District Administration was reported to be very helpful and cooperative by 71 per cent of the program officers. The rest were found to be either indifferent or negligent in supporting the agricultural development program. Cooperation and help from the Chief District Officer adds extra strength to this program, because in the district he is the main coordinator for any development program. Besides as an administrator he can influence in initiating the people towards effective participation in a given program.

3.5 Summary

This chapter described the selection procedure of the dependent and independent variables. The sample consisted of 307 graduate agricultural officers from various working situations and job backgrounds. The data provided information on the job consciousness and job environment of the incumbents. The attitude scales which formed the original five components of job consciousness (liking, esteem, priority, eagerness, competence) later established only four clusters of attitude factors namely job liking, job esteem, job priority and job eagerness through factor analysis. The job environments which were assumed to affect the attitude of the

personnel were categorised into four sets of independent variables viz.

i) personal attributes
ii) job experience
iii) perceived expectations
and iv) district environments.

The individual variables contained in the sets were further described to provide a profile of the managers and their working environment, and to show their relevance in the study of job attitudes.

The following chapter will be devoted to the factor analysis technique and the analysis of the relationship between the attitude variables and various personal job environmental variables. The main tools to be used are factor analysis, Pearson's correlation test and multiple regression analysis.

CHAPTER 4

ANALYSIS AND DISCUSSIONS OF RESULTS

This chapter is devoted firstly to the analysis of the principal attitude factors from the job attitude scales originally obtained for the whole sample; secondly to the Pearson's correlation analysis in order to examine briefly interrelation between the attitude variables and the job environment variables; and, thirdly, and most importantly to the multiple regression analysis in order to examine the strength and magnitude of the relationship between the dependent and independent variables and also to search for the best fit explaining the major proportion of variation in various attitude components.

Multiple regression will be the method used to identify the important variables which affect the attitude of the personnel in the overall as well as regionwise districts. The possible reasons for variation will be discussed simultaneously while presenting the regression results.

4.1 Factor Analysis

The results of factor analysis of 20 attitude test variables are presented in Table 4.1. The table shows the variables in each column as they fit into each attitude factor. In the cluster, three of the test variables corresponding to each original group shared the highest loading in the functions; thus factor naming presented no problem. But one variable in each original group and the fifth group of variables 'competence' made no significant contribution to any attitude component. The fifth group of variables, which was originally designed to give information about the 'competence' attitude of the personnel, distributed to others rather than forming its own factor, thus losing its own identity within the attitude components.

TABLE 4.1.I

Factor Analysis of Attitude Variables with 20 Test Variables

Variable	Est Communality	Factor	Eigenvalue	% of Var	Cum %
VAR132	1.00000	1	4.30648	21.5	21.5
VAR133	1.00000	2	1.80607	9.0	30.6
VAR134	1.00000	3	1.40957	7.0	37.6
VAR135	1.00000	4	1.37564	6.9	44.5
VAR137	1.00000	5	1.24023	6.2	50.7
VAR138	1.00000	6	1.09900	5.5	56.2
VAR139	1.00000	7	0.99764	5.0	61.2
VAR140	1.00000	8	0.87241	4.4	65.5
VAR142	1.00000	9	0.81250	4.1	69.6
VAR143	1.00000	10	0.80073	4.0	73.6
VAR144	1.00000	11	0.76400	3.8	77.4
VAR145	1.00000	12	0.69819	3.5	80.9
VAR147	1.00000	13	0.60824	3.0	84.0
VAR148	1.00000	14	0.58223	2.9	86.9
VAR149	1.00000	15	0.54804	2.7	89.6
VAR150	1.00000	16	0.48041	2.4	92.0
VAR152	1.00000	17	0.46483	2.3	94.3
VAR153	1.00000	18	0.41202	2.1	96.4
VAR154	1.00000	19	0.36611	1.8	98.2
VAR155	1.00000	20	0.35567	1.8	100.0

Varimax rotated factor matrix

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Communality
VAR132	0.51998	0.40774	-0.07419	0.00594	-0.28208	-0.05564	0.52483
VAR133	0.76588	0.05349	0.11100	0.13157	0.20328	0.09028	0.66854
VAR134	0.67262	-0.12084	0.04634	0.21059	-0.02055	0.16994	0.54282
VAR135	0.28313	0.52755	0.02414	-0.17989	0.14653	0.25043	0.47560
VAR137	0.15143	0.07118	0.11446	0.78219	-0.17246	0.09462	0.69162
VAR138	0.04174	0.41619	-0.03623	0.40934	0.11084	-0.29296	0.44194
VAR139	0.47448	0.10035	0.25099	0.38920	0.23811	-0.20533	0.54853
VAR140	0.16234	0.04697	0.12903	0.79154	0.09785	0.07067	0.68631
VAR142	0.36127	0.51704	0.03442	-0.00134	-0.03989	0.14091	0.42048
VAR143	-0.05343	0.66269	0.12275	0.13901	0.00248	0.13118	0.49362
VAR144	-0.11817	0.72682	0.05229	0.14915	0.08734	-0.05785	0.57818
VAR145	-0.10996	0.16520	0.14464	-0.10303	0.57526	0.42810	0.58512
VAR147	0.16676	0.06946	0.77421	0.07850	0.10024	-0.04352	0.65014
VAR148	0.39659	0.06257	0.57992	0.08094	0.14432	-0.37201	0.66327
VAR149	0.02542	0.06107	0.77418	0.20135	-0.23004	0.14712	0.71884
VAR150	0.61426	0.04575	0.32058	0.11934	-0.01311	0.16398	0.52349
VAR152	0.18108	0.33493	0.38357	-0.10974	0.17593	0.35088	0.45821
VAR153	0.26382	0.13881	-0.04530	0.17834	-0.05589	0.66857	0.57284
VAR154	-0.09694	-0.01871	0.07325	-0.04815	-0.77164	0.13688	0.63159
VAR155	0.41403	0.34345	0.19389	-0.05458	-0.13967	-0.10749	0.36102

TABLE 4.1.II

Factor Analysis of Attitude Variables with 12 Test Variables

Variable	Est Communality	Factor	Eigenvalue	% of Var	Cum %
VAR132	1.00000	1	3.08509	25.7	25.7
VAR133	1.00000	2	1.49141	12.4	38.1
VAR134	1.00000	3	1.27331	10.6	48.7
VAR137	1.00000	4	1.19163	9.9	58.7
VAR138	1.00000	5	0.95731	8.0	66.7
VAR140	1.00000	6	0.88560	7.4	74.0
VAR142	1.00000	7	0.68089	5.7	79.7
VAR143	1.00000	8	0.64427	5.4	85.1
VAR144	1.00000	9	0.49836	4.2	89.2
VAR147	1.00000	10	0.46285	3.9	93.1
VAR148	1.00000	11	0.43107	3.6	96.7
VAR149	1.00000	12	0.39820	3.3	100.0

Varimax rotated factor matrix

	Factor 1	Factor 2	Factor 3	Factor 4	Communality
VAR132	0.63105	-0.02502	0.29356	0.06240	0.48892
VAR133	0.79055	0.23320	-0.01059	0.09720	0.68891
VAR134	0.73246	0.14475	-0.14491	0.15522	0.60254
VAR137	0.16351	0.12353	0.01169	0.82572	0.72395
VAR138	0.01740	-0.00297	0.36958	0.47404	0.36161
VAR140	0.12873	0.16905	0.01305	0.79717	0.68080
VAR142	0.44262	0.05011	0.41872	0.06772	0.37833
VAR143	0.10877	0.12092	0.75466	0.02907	0.59680
VAR144	-0.04049	0.04610	0.81695	0.07931	0.67746
VAR147	0.12669	0.82408	0.06581	0.04571	0.70157
VAR148	0.21849	0.66265	0.05185	0.05760	0.51976
VAR149	-0.01894	0.76002	0.07348	0.19334	0.62078

A second factor analysis of the twelve items selected (and the eight deleted) indicates four factors, with three scale items loading heavily upon each (see Table 4.2). As such four factors were assigned descriptive titles in accordance with the conceptual meaning as job liking attitude to factor 1, job esteem to factor 2, job priority to factor 3 and eagerness to factor 4.

The tables are an outcome of the principle components factor analysis of 20 items (Table 4.1) and 12 items (Table 4.2) attitude scale, with Eigen value equal to 1.00 or greater in the rotated factor matrix. The loadings in factor analysis in a sense are similar to correlation coefficients fluctuating thus between +1.00 to - 1.00. The higher the loading, the more the item is related to the factor and the more important the related variables are for explaining the variation on a particular factor. Also, as has happened in the resulting case, which often happens in analysing socioeconomic questions, some of the items in the variable set may not load highly upon only one factor due to overlapping or the constraints imposed, whereas a single item may load upon several factors at the same time for the same reason. 'Each factor derived accounts for a proportion of a total variance explained in the data' (Smith 1978).

The table shows horizontal (row) and vertical (column) arrays of figures, the former referred to as the functional form (in the regression concept) consists of F_1, F_2, F_3 and F_4 as independent variables accounting for variation in the total variance caused by the dependent variable (attitude scale), the latter again referred to as the functional form consisting of 12 attributes as independent variables which explain the variation on 4 factors given their individual contribution. 'The coefficients or loadings in the table represent both regression weights and correlation coefficients' (Nie, N.H. et al, SPSS 1975, p474).

TABLE 4.2 I

VARIABLES SPECIFICATION

A. Attitude Components (Dependent Variables)

1.	Job Liking Attitude	Y_1
2.	Job Esteem Attitude	Y_2
3.	Job Priority Attitude	Y_3
4.	Job Eagerness Attitude	Y_4

B.1. Personal Attributes (Independent Variables)

1.	Rank	X_1
2.	Age	X_2
3.	Sex	X_3
4.	Year Education Completed	X_4
5.	Duration of Training	X_5
6.	No. of Training Opportunities	X_6
7.	Family Size	X_7
8.	Family Structure	X_8
9.	Partial Dependents	X_9
10.	No. of Educated Family Members	X_{10}
11.	No. of Family Employed	X_{11}
12.	Family Expenditure	X_{12}

TABLE 4.2 II

VARIABLES SPECIFICATION

B.2 Job Experience (Independent Variables)

1.	Rank Strata	X_1
2.	Year Job Started	X_2
3.	Position When Joined	X_3
4.	Present Job Position	X_4
5.	Other Job Tried Prior to the Current Job	X_5
6.	Preference for Other Job	X_6
7.	Posts or Positions Changed	X_7
8.	District Changed on Transfer	X_8
9.	Duration in the Remote District	X_9
10.	Moderately Convenient District	X_{10}
11.	Convenient District	X_{11}
12.	Present Salary	X_{12}
13.	Increment in the Last Three Years	X_{13}
14.	Got Transfer	X_{14}

TABLE 4.2. III

VARIABLES SPECIFICATION

B.3 Perceived Expectations (Independent Variables)

1.	Feeling About Chance of Promotion	X_1
2.	Self Assessment for Claiming Promotion	X_2
3.	Opinion About Present Pattern of Promotion	X_3
4.	Present Level of Authority	X_4
5.	Present Level of Responsibility	X_5
6.	Present Level of Status	X_6
7.	Present Level of Salary	X_7
8.	Desired Authority	X_8
9.	Desired Responsibility	X_9
10.	Desired Status	X_{10}
11.	Desired Salary	X_{11}
12.	Need for Training	X_{12}
13.	Job Security	X_{13}
14.	Physical Safeness	X_{14}
15.	Interpersonal Relation with Supervisor	X_{15}
16.	With Immediate Boss	X_{16}
17.	With Friends	X_{17}
18.	With Subordinates	X_{18}
19.	With Clients	X_{19}

TABLE 4.2 VI

VARIABLES SPECIFICATION

B.4 District Environment (Independent Variables)

1.	School and College Availability	X_1
2.	Hospital Facility	X_2
3.	Electricity	X_3
4.	Transportation	X_4
5.	Market	X_5
6.	Drinking Water Facility	X_6
7.	Residence	X_7
8.	Vehicle	X_8
9.	Schooling Need	X_9
10.	Health Care	X_{10}
11.	Nearness to Town	X_{11}
12.	Communication Facility	X_{12}
13.	Supplies for Job Performance	X_{13}
14.	Local Cooperation	X_{14}
15.	Access to Official Information	X_{15}
16.	Facility Compared With Contemporary Friends	X_{16}
17.	Getting Necessary Information	X_{17}
18.	Support From District Administration	X_{18}

4.1.1 Factor I. Job Liking Attitude of Agricultural Graduates. It is apparent from Table 4.2 that three attributes loaded on this factor correspond to the original scale design. The job liking attitude is when the incumbent 'thinks of his job almost at all times', 'likes this job better than any other' and 'never finds any job as interesting as this one'. From the discussion, it follows that all the variables under column 1 of the table have their contribution and the variables themselves are interrelated towards explaining how much variation in job liking attitude each of them has made. Some of those in the cluster are dominating, others have little or no influence. In other words the variance accounted for by factor 1 in four attributes were substantial, others were negligible. As mentioned earlier the proportion or percentage variance accounted for is the square of the factor loadings and in this case job liking attitude accounted for 25.7 per cent of the total variance dominating the rest of the factors. The variances accounted for by factor 1 in the variation of three clustered variables corresponding to their loads were 39.8, 62.5 and 53.5 per cent. The communality of these three variables which indicate the proportion of the total unit variance by all the common factors taken together (analogous to R^2 in regression) were 49, 69 and 60 per cent.

4.1.2 Factor 2. Job Esteem Attitude of the Agricultural Graduates. Three of the scale items clustered on this factor making it the second important attitude component. The three attributes namely 'the job is socially reputable', 'the incumbent is proud of carrying out this job', and 'being on this job one is recognised by not only officials but by any layman as well' loaded heavily on the esteem component each attribute accounting for 67.8, 46.6 and 57.7 per cent of variance respectively. This factor accounted for 12.4 per cent of the total variance. The communality varied among the three as 70, 52 and 62 per cent in the same order. There is no conflict in idea that the job held by the agricultural graduates offers better esteem to them which is a clear indication that being on the job attitude is far more important to the graduates than not

having it.

4.1.3 Factor 3. Job Priority Attitude of the Agricultural Graduates. Predominant among the items accounting for this factor are 'besides usual working hour one gives more time to ones own job', 'try to finish the job before taking up any other activities', and 'he thinks it is a commitment to carry out this job on time even though he has many personal things to do'. The proportion of variance accounted for by the factor 3 in these variables were 17.5, 57.0 and 66.7 per cent of the total variance explained by them. The factor job priority attitude itself explained 10.6 per cent of the total variance accounted for by 12 variables combined. The communality of three variables in the cluster was 38, 60 and 68 per cent. This means that giving more time to the job than normal working hours is possible when a person has a job liking attitude.

4.1.4 Factor 4. Job Eagerness Attitude of the Agricultural Graduates. The main attributes explaining variation in the eagerness component of attitude are 'the job is like a hobby', 'he does not have to push himself to do his job' and 'he feels his job to be a source of recreation' accounted for 68.2, 22.4 and 63.5 per cent variances respectively. The total common variances accounted for by these three cluster variables were 72.4, 36.2 and 68.1 per cent of the total variance. The job enjoying factor on its part explained 9.9 per cent of the total variance of the 12 attributive variables. The second in order variable in the cluster has notably shown its kinship with factor 3, the job priority attitude, and the semantic relationship between the meanings of the two turns out to be obvious.

From this examination of variances accounted for and correlation figures it is clear that the four attitude components analysed through factor analysis are a better representation of a scale for measuring job consciousness than the previous 20 items. The purpose of obtaining more consistent and meaningful attributes into the dimensions of job attitude has been accomplished. Thus the

above four factors will be the dependent variables for the regression analysis. As explained in the previous chapter, the three scale items were used to form an index. Each manager's responses upon the three scale items for each factor were totalled to provide a score on the factor. It was these four scores that were utilised as the dependent variables.

4.2 Regression Analysis

As mentioned earlier in the method of analysis, the present study has made use of multiple regression analyses in order to appropriately handle the substantial number of independent variables in the different sets of the job environment and to obtain meaningful results.

> 'Multiple regression may be viewed as a descriptive tool by which the linear dependence of one variable on others is summarised and decomposed or as an inferential tool by which the relationship in the population are evaluated from the examination of the sample data' (Nie, N.H. et al, SPSS 1975, p.321).

Given the different units of measurement found in the data set, such as the number of years for training, rupee value for income and expenditure and even dichotomised and trichotomised data for sex and geographical categories of work area etc., the only possibility within the available time was to use code descriptions of natural scale data for the uniform treatment of the overall variables in the set. In a situation such as this, multiple regression is a desirable tool to see the influence of different independent variables on each dependent variable. The risk of loosing information due to some of the intercorrelated predictor variables included in the function is unavoidable, especially when variables in the set are unorthogonal. However, by use of this technique the best linear prediction equation could be found in attaining the prediction accuracy. Even more important is that the technique is useful when there is a necessity for evaluating the effect of specific predictors while controlling the effect of confounding variables in the set. The study also intends to make use of a multiple coefficient of determination (R^2) and indicate the important

extrinsic variables in the different interrelations between the job attitude and sets of environmental variables. R^2 indicates the proportion of variation in the dependent variable accounted for by the independent variable and is more easily interpretable than R, the correlation coefficient which simply points to the relative strength and the direction of the relationship.

As already mentioned, a few intercorrelations are unavoidable in the data set. But care has been taken to avoid high multicollinearity. For this the correlation coefficients between the independent variables were checked. The data with high intercorrelation were discarded in order to maintain reliability of the regression coefficients (Nie, N.H. et al, SPSS 1975).

The objective of the study is not to see only the statistically significant variables, but to look at, in the total job perspective, the meaningful relations among the entire set of independent variables in terms of their individual contribution in explaining the variation in the dependent variables. The multiple regression provides individual variance, accounted for by a specific variable in the set although there will be in most cases some proportion of variance not explained by the variables considered.

The tables presenting the results give a three dimensional view of the problem. It deals with the overall situation and three different regions of the country (hills and mountains, Kathmandu and terai) on the one hand and interactions between the four attitude variables and four sets of job environment variables on the other. Therefore the presentation of results and discussion has been made according to the set of independent variables overall as well as across the regions.

The regression coefficients and related statistics R^2 and F-ratio for the overall sample, hills and mountains, Kathmandu and terai region of Nepal are presented in Tables 4.3 I to 4.3 IV. Each

TABLE 4.3 I
REGRESSION COEFFICIENTS AND OTHER RELATED STATISTICS

Attitude Components		Personal Attributes (independent)															
		Constant	X_1	X_2	X_3	X_4	X_5	X_6	X_7	X_8	X_9	X_{10}	X_{11}	X_{12}	R^2	$\bar{R}^2$	F-Ratio
OVERALL	(a) Y_1	8.469	-	-	1.217 (1.001)	-	-	.340 (.315)	-	-	-	-	-	-	.034	.007	1.25
	(b) Y_2	10.054	-	-	-	-	.185 (.155)	-	-	-	-.167 (.127)	-	-	-	.047	.020	1.76
	(c) Y_3	12.793	-	-	-	-	-.117 (.109)	.284 (.226)	-	-	-	-	-.187 (.141)	-	.062	.022	1.55
	(d) Y_4	7.208	-	-	-	.291 (.344)	-	-	-	-	-	-	-	-	.010	-.004	.719
HILLS & MOUNTAINS	(e) Y_1	7.771	1.514 (2.509)	-	-	-	-	-	-	-	-	-	-	-	.083	-.146	.364
	(f) Y_2	16.094	-	-	-	-.878 (1.556)	-	-	-	-	-	-	-	-	.074	-.158	.318
	(g) Y_3	14.012	-	-	-	-	-	-1.624 (1.175)	-	-	-	-	1.322 (.912)	-	.464	.107	1.300
	(h) Y_4	10.335	-	-	-	-	-	-	-	-	-	-	-.788 (1.619)	-	.056	-.180	.236
KATHMANDU	(i) Y_1	8.556	-	-	1.472 (1.049)	-	-	-	-	-	-	-	-	-	.044	.022	1.965
	(j) Y_2	5.498	-	.690 (.338)	1.393 (1.055)	-	-	-	-	-	-.333 (.206)	.230 (.190)	-	-	.169	.084	1.99
	(k) Y_3	12.703	-	-	-	-	-.154 (.148)	.440 (.243)	-	-	-	-	-.292 (.168)	-	.173	.111	2.798
	(l) Y_4	5.910	-	-	-	.470 (.390)	-	-	-	-	-	-	-	-	.033	.010	1.45
TERAI	(m) Y_1	9.402		-	-	-	-	1.234 (1.087)	-	-	-	-	-	-.199 (.192)	.100	.014	1.173
	(n) Y_2	11.781		-	-	-	-	-	-	-	-	-	-.383 (.361)	-	.048	.005	1.121
	(o) Y_3	12.867	-		-	-	-	-	-	-	-	-.098 (.159)	-	-	.017	-.027	.382
	(p) Y_4	7.131	-	-	1.956 (2.402)	-	-	-	-	-	-	-	-		.029	-.015	.663

Note: Figures in parantheses refer to standard errors of the prediction.

TABLE 4.3 II
REGRESSION COEFFICIENTS AND OTHER RELATED STATISTICS

Attitude Components (dependent)		Job Experience (independent variable)																	
		Constant	X_1	X_2	X_3	X_4	X_5	X_6	X_7	X_8	X_9	X_{10}	X_{11}	X_{12}	X_{13}	X_{14}	R^2	$\bar{R}^2$	F-ratio
	(a) Y_1	6.754	-	-	-	-	.873 (.841)	1.462 (.809)	-	-	-	-	-	-	-	-	.130	.075	2.388
OVERALL	(b) Y_2	-16.045	-	1.901** (.286)	-	-	-	-	-3.400** (.397)	-	6.326** (.636)	-4.059** (.442)	1.166** (.162)	4.295** (.439)	-	-	.797	.753	18.313**
	(c) Y_3	13.395	-	-	-.212 (.212)	-	-	-	-	-	-	-	-	-	-	-	.029	.000	1.003
	(d) Y_4	-5.891	12.599** (1.490)	-	-	-3.887** (.770)	-	-	-	-	-4.091** (.385)	3.380** (.327)	-	-	-	-	.785	.767	29.025**
	(e) Y_1	6.283	-	-	-	-	1.523 (1.099)	1.088 (1.033)	-	-	-	-	-	-	-	-	.145	.060	1.701
HILLS &	(f) Y_2	-9.907	5.198* (1.806)	1.395 (.711)	-.708 (.451)	-1.726 (1.538)	-	-	-	-	-	.944* (.362)	.505 (.327)	1.420* (.664)	-	-	.498	.263	2.124
MOUNTAINS	(g) Y_3	11.589	-	-	-	-	-	-	.417 (.280)	-	-	-	-	-	-	-	.096	.053	2.226
	(h) Y_4	7.857	-	-	-	-	-	-	.532 (.503)	-	-	-	-	-	-	-	.050	.005	1.117
	(i) Y_1^*	6.183	-	-	-	-	-	.871 (.676)	.831* (.288)	-	-2.273** (.409)	1.573** (.299)	-	-	-	-	.643	.575	9.45**
KATHMANDU	(j) Y_2	6.446	-12.434** (2.865)	1.815* (.639)	-.524 (.320)	4.830** (1.511)	1.704 (.967)	2.053* (.842)	-	-.456 (.239)	3.180** (.646)	-1.329* (.487)	.702* (.246)	-	.270 (.276)	-3.078* (1.076)	.730	.481	2.937*
	(k) Y_3	13.531	-	-	-2.919 (.254)	-	-	-	-	-	-	-	-	-	-	-	-.052	.012	1.322
	(l) Y_4^*	5.018	-	-	-	-	-	-	1.092** (.268)	-	-2.988** (.377)	1.992** (.268)	-	-	-	-	.748	.713	21.777**
	(m) Y_1	6.722	-	-	-	-	.996 (.743)	1.387 (.764)	-	.339 (.207)	-	-.265 (.221)	-	-	-	-	.228	.140	2.588
TERAI	(n) Y_2	8.424	-	-	-	.917 (.625)	-	.740 (.717)	.444 (.245)	-	-	-	-	-	-	-1.603* (.782)	.201	.109	2.198
	(o) Y_3	10.427	.713 (.576)	-	-	-	-	-	-	.306* (.142)	-	-	-	-	-	-	.117	.059	2.441
	(p) Y_4	10.388	-	-	-.272 (.364)	-	-	-	-	-	-	-	-	-	-	-	.014	-.011	.558

Note: *Significant at .05 level of significance
**Significant at .01 level of significance
Figures in parentheses refer to standard error of prediction.

TABLE 4.3.III

REGRESSION COEFFICIENTS AND OTHER RELATED STATISTICS

Attitude Components (dependent)		Perceived Expectations (independent)																					
		Constant	X_1	X_2	X_3	X_4	X_5	X_6	X_7	X_8	X_9	X_{10}	X_{11}	X_{12}	X_{13}	X_{14}	X_{15}	X_{16}	X_{17}	X_{18}	X_{19}	R^2	$\bar{R}^2$	F-ratio
OVERALL	(a) Y_1	13.413	-.574 (.327)	.528 (.512)	-.490 (.337)	-.323 (.239)	-	-	-	-	-	-	-.434 (.348)	-	-	- -	-	-	-.584 (.497)	-	-	.044	.021	1.91
	(b) Y_2	15.543	-.834** (.300)	-	-	-.909** (.239)	-	-.771** (.237)	-	-	-	-	-	-	-	-	-	.618 (.353)	-.663 (.480)	-	-	.143	.125	8.376**
	(c) Y_3	14.546	-	-	-	-	-.203 (.160)	-	.242 (.188)	-.770 (.226)	-	-	-	-	-.534 (.298)	-	-	-	-.394 (.339)	-	-.301 (.195)	.086	.064	3.940**
	(d) Y_4	8.764	-.535 (.379)	-	.577 (.386)			-.643** (.288)	-	.529 (.382)	-	-	-	-	-	-	-	.478 (.418)	-	-	-	.037	.018	1.940
HILLS & MOUNTAINS	(e) Y_1	15.438	-1.993* (.875)	-	-	-	-	-.725 (.528)	-	-	-	-	-	-	-	-	-	-.708 (.679)	-	-	-	.138	.081	2.419
	(f) Y_2	13.217		2.231* (.973)	-	-.841 (.627)	-	-	-	1.862* (.903)	-.218 (1.239)	-	-	-	-1.552 (.890)	-	-	-	-		-.885 (.815)	.251	.144	2.345*
	(g) Y_3	17.010	-	-	.589 (.423)	-.432 (.372)	-	-1.076** (.342)	-	-	-	-.866 (.477)	-	-	-	-		-.865 (.457)	-	-	-	.328	.250	4.203**
	(h) Y_4	8.876	-	2.017 (1.097)	-	-	-	-1.178 (.690)	-	-	2.221 (1.171)	-	-	-	-1.599 (1.076)	-		-	-	-	-	.244	.175	3.554**
KATHMANDU	(i) Y_1	15.406	-	-	-.941 (.546)	-.589 (.352)	-	-	-	-	-	-	-	-	-.945 (.658)	-	.778 (.480)	-	-1.899** (.841)	-	-	.128	.082	2.771*
	(j) Y_2	16.048	-.544 (.454)	-	-	-1.115** (.355)	-	-.717 (.407)	-.619 (.446)	-	-	-	-	-	-	-	-	1.644* (.658)	-1.069 (.805	-	-	.225	.207	5.312**
	(k) Y_3	15.999	-	-.621 (.601)	-	-	-.338 (.262)	-	.350 (.298)	-.573 (.460)	-.771 (.595)	-	.604 (.572)	-	-1.160* (.491)	-.659 (.509)	-.557 (.412)	1.590** (.579)	-1.371* (.638)	-	-	.260	.168	2.813**
	(l) Y_4	8.065	-	-	-	-.854* (.412)	-	-		-	-	-	1.183 (.762)	-	-	-	-	.991 (.745)	-	-	-	.068	.039	2.355
TERAI	(m) Y_1	12.774	-	-	-	-	-	-	-	-	-1.264 (.698)	-	-.492 (.481)	-	-	-	-	-	-	-	-	.045	.027	2.491
	(n) Y_2	14.590	-	-1.861* (.832)	-	-.724 (.386)	-	-.594 (.375)	.558 (.391)	-	-	-.977* (.428)	.580 (.451)	-	-	.470 (.401)	-	-	-	-	-	.194	.138	3.464**
	(o) Y_3	13.458	-	.815 (.599)	-	-	-	-	.265 (.261)	-.934** (.329)	-	-	-	-	-	-	-	-	-	-	-.948 ** (.310)	.154	.122	4.758**
	(p) Y_4	8.228	-	-1.705 (1.092)	.855 (.584)	-	-	-.709 (.445)	.662 (.512)	1.160 (.656)	-	-1.031 (.603)	-	-	-	-	-	-	-	.917 (.743)	-	.126	.066	2.08

Note : *Significant at .05 level of significance
**Significant at .01 level of significance.
Figures in parenthses refer to standard errors of the predictors.

TABLE 4.3.IV

REGRESSION COEFFICIENTS AND OTHER RELATED STATISTICS

Attitude Components (dependent)		District Environment (independent)																			
		Constant	X_1	X_2	X_3	X_4	X_5	X_6	X_7	X_8	X_9	X_{10}	X_{11}	X_{12}	X_{13}	X_{14}	X_{15}	X_{16}	X_{17}	X_{18}	R^2	$\bar{R}^2$	F-ratio
OVERALL	(a) Y_1	11.519	-	-	-	-	-	.376 (.322)	-	-	-.165 (.125)	-	-	-	-	-	-.262 (.133)	-	-	-	.059	.022	1.620
	(b) Y_2	12.867	-	-	.440 (.430)	-	-.893* (.418)	-	-	-	-	-	.185 (.120)	-	-	-.161 (.115)	-	-	-	-.513 (.305)	.149	.093	2.650*
	(c) Y_3	13.731	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-.149 (.085)	-	-	-.265 (.208)	.062	.038	2.580
	(d) Y_4	9.296	-	-	-	-	-	-	-	-.102 (.140)	-	-	-	-	-	-	-	-	-	-	.006	-.005	.534
HILLS & MOUNTAINS	(e) Y_1	4.536	-5.116** (.496)	2.762** (.393)	2.203** (.774)	3.191** (.422)	-2.992** (.433)	-	.887** (.099)	-	1.953** (.166)	-1.230** (.135)	-	-	-	-	-	-	-	-	.945	.901	21.403**
	(f) Y_2	10.022	-	1.022 (.978)	-	-1.301 (.676)	-	-	-	.387 (.259)	-	-	-	-	-	-	-	-	-	-	.304	.165	2.185
	(g) Y_3	2.173	-2.693** (.400)	1.693** (.362)	-	2.657** (.394)	-1.785** (.378)	-	.302** (.093)	.765** (.102)	1.333** (.144)	-.430** (.103)	-	-	-	.561** (.091)	-	-	-	-	.925	.850	12.344**
	(h) Y_4	9.724	-1.267 (1.197)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1.528 (1.523)	-	.113	.002	1.015
KATHMANDU	(i) Y_1	12.940	-	-	-	-	-	-	-	-.316 (.205)	-.211 (.314)	-	-	-	-.167 (.195)	-	-	-	-	-	.168	.036	1.270
	(j) Y_2	15.068	-	-	-	2.256** (.499)	-	-	-	-	-2.343** (.335)	.819** (.201)	.960** (.203)	.020 (.142)	-	-	-1.331** (.195)	-	-	-	.790	.712	10.050**
	(k) Y_3	13.639	-	-	-	-	-	-	-	-	-.303 (.244)	-	.334 (.225)	-	-.249 (.150)	-	-	-	-	-	.193	.066	1.516
	(l) Y_4	9.981	-	-	-	-	-	-	-	-	-.447 (.356)	-	-	-	-	-	-	-	-	-	.070	.026	1.578
TERAI	(m) Y_1	15.956	-	.617 (.592)	-	-	-	.548 (.526)	-.211 (.164)	-	-.679** (.163)	-	.359* (.170)	-.385 (.209)	-	-	-.407 * (.179)	-	-	-.885 (.466)	.431	.280	2.845*
	(n) Y_2	13.994	-	-	-	-	-.595 (.527)	-	-	-	-	-	.198 (.153)	-	-	-.162 (.147)	-	-	-	-.803 (.484)	.187	.092	1.962
	(o) Y_3	14.157	-	-	-	-.342 (.318)	-	-	-	-.209 (.112)	-	-	-	-	.118 (.124)	-	-.351* (.146)	-	.834 (.671)	-	.229	.113	1.970
	(p) Y_4	11.419	-	-	-.754 (.728)	-	-	-	-.260 (.219)	-	-	-	-	-	-	-	-	-	-	-	.056	.004	1.077

Note: *Significant at .05 level of significance
**Significant at .01 level of significance
Figures in parentheses refer to standard error

table shows regression functions for the attitude components; job liking Y_1, job esteem Y_2, job priority Y_3 and job eagerness Y_4 as dependent variables and a set of job environmental variables.

Table 4.3 I presents the regression results of the above four attitude variables regressed on personal attributes comprising twelve variables. None of the equations in this table was significant. As such personal attributes were not responsible for accounting for any noticeable variation in the attitude components. Further discussion therefore has not been attempted regarding the results in this table.

Tables 4.3 II , 4.3 III and 4.3 IV present the regression results of the attitude variables regressed on the sets of independent variables, job experience, perceived expectations and district environment respectively (see variable details in the tables 4.2 I through 4.2 IV). Apart from this, the statistics related to multiple R and R^2 for all the functions taking only the valid x's into account are summarised and presented in the table 4.4.

The main criterion for the selection of the best equation has been the highest adjusted R^2 ($\bar{R}^2$).

4.2.1 Job Attitude vs Job Experience

4.2.1.1 Attitude vs Job Experience in Overall Situation

For the overall sample (22 representative districts of Nepal) only six regression coefficients in equation (b) and four in equation (d) of table 4.3 II were statistically significant at .01 probability out of fourteen job experience variables in the equations.

Job Esteem vs Job Experience

In equation (b) regressions of Y_2, job esteem attitude on job experience variables X_2, X_7, X_9, X_{10}, X_{11}, and X_{12} is not only statistically significant but also has a strong relationship between the criterion and the predictor variables. The function explained

75 per cent of the total variation in the incumbent's job esteem. The regression weights given in the equation signify the relative importance of the different predictors. Since all those mentioned are significant, each of them will be discussed separately. According to Table 4.2 II the names of the above variables are X_2 = year job taken up, X_7 = posts changed, X_9 = duration of service in remote district, X_{10} = working in moderately convenient district, X_{11} = working in convenient district and X_{12} = present salary.

The higher and positive regression weight on 'duration of service in the remote district' reflects that working in the remote areas for relatively longer periods adds substantially to the job esteem attitude of the agricultural graduates. The esteem attitude of the personnel as contributed by service duration in the remote areas supports the present day development policy of the government. Similarly the other positive and significant variables 'present salary', 'year job taken up', and 'working in the convenient district' contributed to job esteem attitude but less than the service duration in the remote areas. Among the three 'present salary' which the agricultural graduates are receiving though low when compared with their expenditure due to the increasing cost of living, still provides a substantial support to the overall financial burden facing them. Thus it is an important administrative provision which has a positive impact on the esteem attitude of the incumbents. The same variable referred to those working in hills and mountains has a significant effect whereas it is not so important in the case of Kathmandu and the Terai (see Table 4.3 II) to build up job esteem.

The year when the job was taken up is a proxy for the experience of the personnel which showed importance having contributed to the esteem. In the overall sample and in Kathmandu valley, the experience significantly contributed to the job esteem which presents no argument. The more experienced an implementor is the more he feels important. Many new recruits are covering the

hilly areas and the terai where the job esteem would be contributed to by something else. Further reference to Table 4.3 II will make the point clear.

Following a similar pattern, the variable working in the convenient district was significant for the overall region as well as for Kathmandu. The result is not surprising in the sense that the feeling of job esteem improves but to a lesser extent working in the convenient district, since a multitude of programs are operating in such areas and people are faced with new challenges every day and the person who thinks he can accept the challenge has a higher esteem towards the job than others. No such question arises in most of the hill and terai districts. Even if some of these districts are convenient in the sense of physical movement a lot of difficulties encountered by the program implementors detract from the effect of this attribute.

The significant and negative contributions made by the variables 'working in moderately convenient district', 'frequent changes in the posts' simply mean that the former develops a tendency among the personnel to lose the esteem towards the job, facing a variety of problems - social, economic, political and sometimes even technical, and the latter in most cases accounts for the frustration which supersedes the effect of esteem.

In the moderately convenient group fall all those hilly districts, most of which lack easy means of transport and where for the most part of the year food and other consumption goods are either unavailable or if available are very costly. With such a stringent and irregular situation prevailing in such areas the program implementors tend to leave the place without paying much attention towards the required job. The situation in some of these districts, however, in recent years has been changed dramatically with the construction of all-season roads. Out of 22 districts surveyed eight fall under this category, with only three having all season

road facilities.

The previous study of this problem (Shrestha, et al, 1979) indicated most of the program implementors (56 per cent) experienced a change of post from at least once to more than 5 times since they joined the job. Certainly, with the change in post the job content is changed. Such a situation of instability according to the present finding showed a negative contribution to the job esteem attitude of the personnel.

Job Eagerness vs Job Experience

Taking the second significant equation for the overall sample from the same table provides an answer as to how different job experience variables affect the job eagerness component of incumbents attitude towards the job. In this Y_4 the criterion variable is influenced significantly by four of the fourteen predictor variables, namely X_1 = rank, X_4 = present job position, X_9 = duration in the remote district and X_{10} = working in moderately convenient district. The function is highly significant at .01 probability level when job eagerness is regressed on the above job experience variables. The linear combination of predictors has been able to explain 76 per cent of total variation in the job eagerness part of attitude, the criterion variable.

From the Table 4.3 II it can be seen that the equation (d) has the variable X_1 that is rank positively contributing the highest in the variation of Y_4, the eagerness component of the job attitude. The result is unambiguous in the sense that the program implementors in the given administrative system for agricultural development see that authority, responsibility, status and salary are attached with higher rank.

Further the substantial weight attached to rank factor conveys the aspiration of the majority of people for jobs having promotion in due time. It has is already been mentioned that the sample constitutes two-thirds of people on the gazetted class III

positions and 91 per cent of the total see a chance of promotion with the scores they have built over a period. Thus the result simply supports the overriding importance of rank for improving the job eagerness attitude of the incumbent officers. Out of total variation accounted for by all the variables rank alone has explained 42 per cent which stresses its magnitude of relation with job eagerness across the sample. Examining the relative contribution of this variable regionwise, it accounts for no significant variation in the job eagerness, rather the effect became noticeable when the entire sample was considered.

The other positive and highly significant variable in the equation (d) is X_{10} that is moderately convenient district situation. In the overall situation, personnel's attitude, particularly job enjoying, increases when he works in a moderately convenient district. Alternatively job eagerness was positively responded by those working under moderately convenient districts. The overall sample's response is likely to be influenced by the response given by the people working in Kathmandu valley as the sample comprises 40.7 per cent of respondents from here. Referring to the case under Kathmandu region this point holds true. It is not to say, however, that the overall sample does not represent the hills and terai region of the country; it does, for some of the variables weights are pulled by the response of other two regions.

As pointed out in an earlier context, an agricultural graduate develops a feeling of job enjoying if he is not too far from the centre (regional headquarters) as well as from his home. Being in the moderately convenient districts he can get some allowance (varying from 25 to 50 per cent of basic pay) in excess and easy movement to and from the home and centre for personal as well as program benefit. On the other hand, the so called convenient district is considered as not so convenient with increasing programs on the one side and increasing living cost on the other. This finds support when Kathmandu dwellers felt of job eagerness to be

significant, deriving through moderately convenient district. In the hills and the terai, working under moderately convenient district makes no contribution to job eagerness attitude as $\bar{R}^2$, the magnitude of the relation, falls considerably. The main reason for such low variation in the hill districts is that respondents are already working in moderately convenient areas and for them the factors responsible for explaining the variation in the job eagerness will be something else. In fact the equation (h) is insignificant. A similar result is noticed with equation (p) for the terai. The terai rspondents did not pay much attention to the benefit accrued to moderately convenient district at the cost of convenience which they are deriving from the terai. The possible reason could be that in the moderately convenient district not many economic opportunities are available compared with the terai situation and the climatic condition of the hills adds further to this factor not being so important in accounting for the variation in the job eagerness of the terai dwellers.

The other two variables in the equation (d) for the overall sample X_9 and X_4 yielded highly significant but negative weights to explain the variation of Y_4. The variable X_9, duration of service in the remote district, unlike in equation (b) described earlier, showed an inverse relationship with job eagerness aspect of attitude. The negative regression coefficient on the part of the service duration in the remote area signifies that it adds to the job esteem of the officers who continue to stay longer, but will significantly affect their job eagerness. The longer posting in difficult areas is not enjoyable anyway and thus has to be offset by providing for different gainful opportunities to the remote workers; more important than this is to place increased emphasis on the development of such a remote area. It is a conflicting and distressing situation that the program implementors can not enhance their eagerness despite their high esteem in such areas.

Similarly, the present job position contributed negatively

to job eagerness for the overall sample. Here using the previous funding the present result receives due support. The present level of authority is very low as reported by 47 per cent of officers. In contrary to this the responsibility attached to the present job position is very high. In addition the status and salary ascribed to these positions being reported very low are not in proper harmony with the developmental efforts intended. Naturally present job positions remain far from being effective in improving the job eagerness attitude of the program implementors. In support of this, this variable did not account for any marked variation in the job enjoying attitude in any of the three regions studied.

4.2.1.2 Job Attitude vs Job Experiences in the Hill and Mountain District Situation

In the Table 4.3 II the regression equations (e), (g) and (h) with Y_1 = job liking, Y_3 = job priority, and Y_4= job eagerness regressed on the set of the job experience variables for the people working in the hills and mountains are not found to be significant. This has a general meaning that job liking, job priority and job eagerness of the program implementors in the rural hills of Nepal are not affected by the job experience variables.

Job Esteem vs Job Experience

The equation (f) with job esteem regressed on job experience is not significant either, with the F-ratio being 2.14. In the total variation in Y_2, the job esteem attitude, only 26 per cent has been explained additively by seven job experience variables. Nevertheless the equation (f) yielded three variables X_1 = rank, X_{10} = moderately convenient district and X_{12} = present salary significant at .05 probability.

In the equation (f) rank accounts for the highest variance in the variation of job esteem attitude among the respondents in the hills and mountains. Being in the hills and mountains, the relatively difficult part of the country, the agricultural graduates

might increase their esteem attitude if increased attention is paid to upgrading their rank. For the rank makes the implementors better off in the present system especially in decision making process as well as personally because they gain prestige, higher social status and better salary. Two third of the sample being in the junior rank (gazetted Class III), they often have to refer a decision to the headquarters which are often located far away from most hill districts. The result therefore hints that if the program is to be a success, the administrative reform must take place in a concerted manner. Upgrading someone to higher rank calls for attention towards adequate authority, responsibility, salary facilities and consistent reward policies.

Rank as a predictor of job esteem made no contribution in overall and in the terai districts but has significant and negative contribution in Kathmandu valley. For the overall sample this particular factor is not so important because job esteem may depend on many factors beyond description and the same reason holds for the terai region. Why rank does not contribute to the job esteem positively in Kathmandu deserves attention. Kathmandu is the place where most higher ranked people work being involved in planning, management and research at the central level. The significantly negative proportion of variance accounted for by the rank in the variation of job esteem firstly points to the frustration coming through the administrative and management flows underlying the system. Since most of the people in Kathmandu are in some or other way engaged in national level programs, the coordination among various departments and corporations, the monitoring of field programs, information flow between the field and the centre, and proper delegation of authority become of utmost necessity in order to have the desired effect on the job they perform. It is only when they are sure that the job they are doing has been a success that they tend to develop a feeling of job esteem. Secondly acquiring higher rank is highly susceptible to unusually frequent transfers and changes in the portfolio in addition to an increased volume of

work. Thirdly, the higher the rank, the higher is the cost of living particularly in Kathmandu. Lastly, occupying chairs without authority, responsibility and status is suffocating. In Kathmandu, many senior agricultural officers have experienced this and the juniors have certainly watched. Then there is no need to talk about job esteem in Kathmandu unless a drastic change takes place in the system. A few changes have already taken place as mentioned earlier but the pace of change has been too gradual.

The variable X_{12} or salary is positively contributing to job esteem and its importance in the face of the everincreasing cost of living; the situation is more severe in the hills. However, in Kathmandu and the terai region job esteem is not so much contributed to by the salary. Much discussion about this variable has already been done in the background of the previous study.

Similarly the impact of working in a moderately convenient district (X_{10}), convenient district (X_{11}) and year job started (X_2) on the job esteem follows the earlier discussion of equation (b), which except variable X_{10} are not significant, however, in the case of hill areas, only a negligible variance is accounted for by each of them in the total variation. None of these variables showed variation in the job esteem in the case of terai (equation 'n') but the situation in Kathmandu is different and will be dealt with further.

4.2.1.3 Job Attitude vs Job Experience in Kathmandu District Situation

In the Kathmandu situation the equations (i), (j), (k) and (l) take the same variables mentioned in Table 4.3. II, where except (k) all are statistically significant at .05 to .01 probability.

Job Liking vs Job Experience

The regression equation (i) in Table 4.3 II has been highly significant at .01 probability level and so is the signficance of

three of its variables namely X_7 = posts changed over time, X_9 = duration in the remote area and X_{10} = moderately convenient district with job liking attitude regressed on the job experience. Out of fourteen, the four variables mentioned accounted for as much as 57.5 per cent of variation in the job liking attitude of the personnel in Kathmandu.

The regression coefficient for the variable 'service duration in remote districts' is highly significant and negative. Most people working in Kathmandu do not want to be posted to the remote areas where the life is hard. In spite of this some of them on occasions have to take charge of development programs in the remote areas. The experience of changing from the easy life of the capital to the hardship of the remote areas contributes to an apprehensive feeling by the Kathmandu dwellers. With the increasing population pressure and the limited per capita availability of agricultural land in the hill and mountain districts, there is a greater need for agricultural graduates. In retrospect there are very few or no agricultural officers from these areas being trained; rather people from convenient districts with better education opportunities are often posted to these areas to participate in the developmental activities. Such a situation, contributed negatively toward the 'job liking' attitude of the Kathmandu dwellers in particular. The result shows the reluctance of at least 40 per cent incumbents to take their duties in the difficult areas. It further suggests that the training and higher level education must be imparted to the people from various remote districts, i.e. people who may prefer to live in those areas.

In the same equation, the positive and highly significant coefficient for the variable X_{10}, 'serving in the moderately convenient district' refers to the personnel's preference for serving in the moderately convenient district. In other words the reaction of the agricultural graduates working in Kathmandu valley is that their attitude towards job liking could significantly improve if they

were given the opportunity to work in some moderately convenient district for the same reason given in the context of equation (d).

Similarly the variation in the job liking component of attitude is found to be markedly influenced by the weight gained by the variable X_7, that is 'position changes', particularly in Kathmandu region. Here the weight is positive. Although it is apparent that for the reason tendered earlier the attitude toward job esteem has a negative influence, the officers can not dislike the job, rather they think if, being in one post, one can not add job esteem, possibly one might gain esteem taking another post, or even comparatively better rewards opportunities and facilities might be tied to the intended post. The incumbents can pursue and achieve this if and only if they retain the job. To this effect, the finding of the previous study will be recalled where 12.6 per cent of people had a transfer on their own demand and 56 per cent of the people have changed their posts at least one time. With their duties in Kathmandu, the centre for overall administration, the officers like their job partly because of the possibility of changing their posts for better ones. Otherwise, liking of job should not be influenced by frequent changes in duties, that is evidenced by seeing the effect of this attribute on this aspect for the overall sample, and the other two regions of the country.

The variable X_6 'preference for other job' contributed a little to job liking though not significantly. In Kathmandu where people occupy the post for the sake of better opportunities with less esteem towards the job, this particular attribute finds enough support to show its impact on the job liking attitude of the officers. In fact the previous study has recorded that on the whole 43 per cent of sample indicated preference for other jobs.

Job Esteem vs Job Experience

In the Table 4.3 II, the equation (j) has as many as 12 variables accounting for variation in the job esteem attitude of

officers in Kathmandu valley. The function is significant at .05 probability with the proportion of variation 48 per cent explained additively by the twelve variables. The positive factors contributing to the job esteem attitude are X_2 = the year job taken up, X_4 = present job position, X_5 = other job tried prior to the current job, X_6 = preference for other job, X_9 = duration in the remote district, X_{11} = convenient district and X_{13} = increment in the last three years. On the other hand the negative factors to this effect are X_1 = rank, X_3 = position when joined, X_8 = district changed on transfer, X_{10} = moderately convenient district and X_{14} = got transfer.

Some of variables thoroughly discussed in relation to the overall and the hills and mountains will not be discussed again simply to avoid repetition.

Of all the positively contributing factors, the variable 'present job position' has the highest weight significant at .01 probability level. This clearly indicates that the present job position of the officers accounts for the largest proportion of variation in their job esteem attitude. One may be easily confused with the terms rank, posts and positions. The posts refer to the designation or the portfolio depending on the job trait, whereas the rank and position for many occasions are interchangeable; in the present context rank is a general category applicable to the entire civil service irrespective of nature of job, e.g. special class, gazetted Class I, gazetted Class II and gazetted Class III etc. On the other hand position refers to different levels of job status related to a defined job content, authority, pay level and responsibility to perform the job, taking the skill and ability of the personnel into account.

In the background of what position means in the present context, the officers in Kathmandu maintain that the role, training and job experience they have gained being in their respective

positions are important for keeping up their esteem although the rank adds more burden than the esteem because of underlying defects in the administrative system. It thus indicates the potential of the officers' position.

The next important contributor is the variable, 'service duration in remote area', explaining significantly variation in the job esteem. The experience of work in remote area certainly adds to the esteem attitude though it does not contribute to liking and eagerness components of attitude. On many occasions, His Majesty the King himself has appreciated the hardship faced by agricultural graduates in the remote hills of Nepal and recognised such deed with tangible benefits to the incumbents. Moreover, the program implementors enjoy the social respect paid by the remote rural people. The tangible benefits accruing to the service in remote hills have gradually been realized by the program implementors. Nevertheless, in the 125 respondents only 16 per cent have served in remote areas. The overall sample presents the same views regarding this variable. In the case of the hill and terai districts however job esteem is not dependent on remoteness.

The variables X_{11} and X_{10} represent convenient and moderately convenient districts respectively. The former has a positive and the latter a negative slope. Both of them are significant at .05 probability pointing to two opposite directions. Serving in convenient districts would be preferred to serving in moderately convenient districts if they are permitted to make a choice between the two situations. As for remote areas, though highly significant they would not like a job there and their eagerness would decline. In this situation they would tend to be located either in Kathmandu or in any of the terai districts. They like the job and can enjoy it in the moderately convenient district, yet the personal problems and various administrative reasons tend to reduce their job esteem. Comparing the situation with the overall and the hill and terai districts, the former agree with Kathmandu,

the latter two differ in that in the hilly areas the job esteem has a positive influence on what they are, but in the terai districts none of these are important as predictors.

The variable X_6 ´preference for other job´ has a positive impact on the job esteem. Recalling the points made in the earlier section it is enough if one understands how job esteem is maintained in Kathmandu valley. The officers´ attitude toward the job esteem, given in the concerned field is substantial. But paradoxically their effectivity and potential are far from being exploited. The present job is the only alternative they have. Being in Kathmandu the cost of living is higher than anywhere in the country. The average monthly income accrued to their incumbent job for the year 1978 is NR 871.6 which is far below average family expenditure which at 1978 price is worked out to be NR 1631 per month. This is supported by looking at the negative influence of the variable X_{14} ´increment in the last three years´. The salary variable in the equation has a negligible impact on the esteem when regressed on 14 variables. Many past events show that the tendency of civil servants has been to use the present job as a stepping stone for better opportunities and better jobs rather than a career. This situation arises when the agricultural graduates become incapable of tackling the problems inherent with the given system vis a vis their own personal problems. There are so many other reasons why the job esteem is positively influenced by preference for other jobs. The simple meaning derived would be that the possibility of getting a better job with the present job experience contributes significantly to job esteem.

In the above equation the other positive variable is X_2, ´the year when job started´ significant at .05 probability. Since this variable represents the practical experience of the people with jobs, the result showing a positive impact on the job esteem is quite understandable. A similar effect was found for the overall district situation. It is quite notable that in Kathmandu where the national scale work is done, it is experience which counts for much when the

job esteem attitude is to be improved. Other regression coefficients positive or negative cause only a little variation in the esteem attitude of the people with jobs. Nevertheless, their additive effect represents their importance. By suitable arrangement or reordering them in the regression function it might show their effect markedly.

4.2.2 Job Attitude vs Perceived Expectations

The table 4.3 II presents the results obtained in the multiple regression analysis of four attitude variables Y_1, Y_2, Y_3 and Y_4 regressed on the set of nineteen perceived expectations (hereafter called 'expectation' in short form) variables X_1 through X_{14}. The format is the same as before showing the results for the overall district as well as three geographical regions of the country, i.e. hills and mountains, Kathmandu and the terai.

4.2.2.1 Job Attitude vs Expectations in the Overall Situation

Job Esteem vs Expectations

The equation (b) in the table 4.3 III is highly significant at .01 probability although the proposition of variation accounted for by linear combination of five variables is only 12.5 per cent on the job esteem. Referred to the Table 4.2 III for the variable names, the highly significant and negative independent variables in this equation are X_1 = feeling about chance of promotion, X_4 = present level of authority and X_6 = present level of status.

In the overall case, there is a negative impact by the expectation factor 'feeling about chance of promotion' on the job esteem attitude of the incumbents. This clearly indicates that when the officers think about the promotion possibility it has a retarding effect on the job esteem. In light of the previous finding the negative and highly significant contribution of this factor explaining variation in the officers esteem causes no wonder. For despite nearly 67.5 per cent of the officers, perceiving a chance of promotion and 91 per cent feeling they are capable of being promoted,

they also reported that the existing pattern of promotion was discouraging.

Similarly present level authority has its negative impact on the job esteem of the officers, seeing the result that this regression coefficient is negative and highly significant. The simple interpretation would be that the present level of authority significantly retards the program implementors' feeling of esteem towards their job.

In the equation (b) the regression weight on the variable X_6 'present level of status' is also negative and significant at .01 level, showing a negative influence on the esteem component of attitude. Apparently the present level of status the implementors possess does not keep up their esteem. The status here refers to the level and capacity inherent with the job. With higher status the officers are capable of keeping up their commitment. Therefore the status is more than a position and rank of a person. Given proper authority, responsibility and salary the personnel develop their capacity thus being able to place themselves at a higher level. This further adds to their esteem towards their job. The existing climate is not favourable.

Comparing the situation in three geographical regions, none of these variables are important for keeping up esteem in the hill and the terai districts; in Kathmandu the variable X_4 'present level of authority' is significant, but follows a general pattern.

Job Priority vs Expectations

The equation (c) with Y_3 'job priority' regressed upon by six of the nineteen expectation variables is significant at .01 probability. Even so, with $\bar{R}^2$ being only .064, the magnitude of the relation between the job priority attitude and expectation variables is not strong. The six variables included in the regression function explained a very negligible proportion of variation in the

job priority aspect. The only highly significant variable contributing to job priority is X_8 'desired authority' which has negative weight. This simply means that higher authority reduces the job priority . The result is surprising in the sense that quite a large proportion (73 per cent) of the sample have polled for higher authority as a desired condition. Higher authority in fact has very little to do with giving priority to the job. The previous finding points to the fact that even at the present level of authority 91 per cent of the agricultural program implementors have given high priority to their respective jobs. But the question is whether the program will achieve success because they give priority to thejob. This opens up the scope for further research. Their conscience and the growing need for agricultural development in the country are grossly guiding them to give priority to their assignment, although their endeavour goes in vain. As a matter of fact the question was asked as to what level of authority they thought was needed to perform the job efficiently, rather than would they give priority to their job given higher authority. However, the present research establishes that desired authority is not at all important in explaining variation in the job priority attitude, rather the latter may be dependent on something else. A similar effect has been noticed across the different regions of the country.

The other variables X_5 = present level of responsibility, X_7 = present level of salary, X_{13} job security, X_{17} = interpersonal relation with friends and X_{19} = interpersonal relations with clients were not important either as they explain variation in the job priority to only a negligible extent.

Job Eagerness vs Expectations

The equation (d) for overall districts in the Table 4.3 III is neither significant nor does it explain major variation in the dependent variable Y_4, the eagerness component of the job attitude. In other words the linear combination of five variables shown by the table does not make any marked contribution to the

attitude factor. Among the five however, the variable X_6 ´present level of status´ seems to show a significant but negative effect. The reason for the negative contribution by this variable is substantiated in the context of the equation (b).

4.2.2.2 Job Attitude vs Perceived Expectations in the Hill and Mountain District

Job Liking vs Expectations

In the hill and mountain districts, there is no significant function, although the regression coefficient for the variable X_1 ´feeling about chance of promotion´ is significant at .05 probability, contributing negatively to the job liking attitude of the personnel. Nevertheless further discussion is not worthwhile as the overall magnitude of the relation is too poor, the $\bar{R}^2$ being only .081 for the equation.

Job Esteem vs Expectations

The regression function (f) in the Table 4.3 III is statistically significant at 5 per cent probability level. In this function the attitude factor Y_2 ´job esteem´ is regressed on six of the expectation variables namely X_2 ´self assessment for claiming promotion´, X_4 ´present level of authority´, X_8 ´desired authority´, X_9 ´desired responsibility´, X_{13} ´job security´, and X_{19} ´interpersonal relation with clients´. Of the six independent variables mentioned only positive and significant attributes are X_2 and X_8. The rest are negative and nonsignificant. The total variance accounted for by the six predictor in the variation of the job esteem attitude is only 14.4 per cent.

The positive and significant weight on the part of the variable ´self assessment for claiming promotion´ indicates that the job esteem of the personnel working in the hill environment improves considering the scores they build up over time in credit to their serving in the hills and mountains. The weight given to each year of service has an inverse relationship with the relative easiness of

the geographical area of the country. For each year the points accrued to the service on this criterion varied from 1 to 5 which later in 1978 revised to 1-8, not exceeding 40 points and valid only for one promotion. The process is repeated for another promotion (Civil Service Regulations 1964 A.D. or B.S.[1] 2021). In this way the country has been divided into five geographical categories according to administrative easiness. Therefore the result supports the observation that being in the hills and mountains the officers are better off in terms of score points and thus have stronger grounds for promotion. Such an intuition or anticipation adds positively to esteem.

The situations in the overall as well as in the other two regions are different and not so encouraging. In fact, this attribute has negative effect on the job esteem in the terai region of Nepal. The reason for this will be discussed in the relevant section.

The variable X_8 'desired authority' has a significant contribution towards improving the job esteem of those in the hills and mountains. The reason is unambiguous. The desperate situation caused by seasonal shortages of food and other consumption goods, inputs and credit shortage, lack of market structure, etc. needs urgent action. A decision can not be awaited any longer. Under such circumstances the low authority ascribed to the program management front does not keep pace with the developmental needs of hill dwellers. The progress remains far from being achieved. The point is therefore, reemphasized by the positive weight adding to the job esteem attitude of the hill program implementors.

Across the overall districts as well as Kathmandu and terai region, desired authority is not an important variable for explaining variation in job esteem.

1 B.S. = Bikram Sambat (Nepali Calendar Year)

The remaining four variables in the equation (f) are negative and nonsignificant and as such do not account for any difference in the esteem of the incumbents.

Job Priority vs Expectation

The equation (g) in the Table 4.3 III represents the regression of Y_3 'job priority' on five of the nineteen expectation variables namely X_3 'opinion about present pattern of promotion', X_4 'present level of authority', X_6 'present level of status', X_{10} 'desired status' and X_{16} 'interpersonal relation with supervisor'. The function is statistically significant at the 1 per cent level. Five variables jointly accounted for 25 per cent of the variation in the job priority attitude of the incumbents in the hill and mountain districts.

The regression slopes for all the independent variables, in the above equation are negative except the variable 'opinion about present pattern of promotion' which is positive but nonsignificant. The only significant contributor is the variable 'present level of status' which is negative.

The negative influence of the officers' present status on their attitude toward job priority causes no surprise. The present status attached to their job poses a whole lot of obstructions to the way they operationalize their assigned job. In the overall sample 28 per cent of people have reported that the present level of status is low. Referring to the X_6 column of the Table 4.3 III for Y_3 criterion variable, it is seen that the weight loads only on the hill region. This clearly indicates that in view of the nature of the program and the urgency and difficulties going together, the present status of the hill program implementors need to be raised.

The negative weight on the part of desired status is not significant. Moreover the desired condition is not consistent with the actual condition. As the job priority attitude is very high

among the officers it is affected more by the actual situation than the imagined one. All the desired type questions were asked for the hypothetical program performance. Similarly other variables, being nonsignificant do not account for major variation in the job priority.

Job Eagerness vs Expectations

The regression function (h) with Y_4 'the job eagerness' as dependent variable and four of the nineteen expectation variables are significant at 5 per cent level and the proportion of variance accounted for by these in the variation of the job eagerness is 17.5 per cent. The predictors in the equation X_2 'self assessment for claiming promotion', X_6 'present level of status', X_9 'desired responsibility' and X_{13} 'job security' have no significant weight to affect the job eagerness attitude of the officers. Nevertheless, they have indicated their relative importance with an increasing magnitude of relation with the eagerness component.

4.2.2.3 Job Attitude vs Perceived Expectations in Kathmandu

As elsewhere all the four components of attitude Y_1, Y_2, Y_3 and Y_4 have been regressed on the set of 19 expectation variables and the results are presented in the Table 4.3 III.

Job Liking vs Expectations

In table 4.3. III the equation (i) refers to the regression of Y_1 'job liking attitude' on the five expectation variables X_3 'opinion about present pattern of promotion', X_4 'present level of authority', X_{13} 'job security', X_{15} 'interpersonal relations with supervisor' and X_{17} 'interpersonal relation with friends'. The function is statistically significant at .05 probability and accounts for only 8.2 per cent of the variance in the job liking attitude of the incumbents in Kathmandu. As such most of the independent variables are not important, since the regression coefficients are nonsignificant. Only the variable X_{17} 'interpersonal relation with friends' has significant weight at the 5 per cent level but is

negative.

The negative and significant contribution of the interpersonal relations to the 'job liking' attitude simply points to the fact that in Kathmandu the cooperation among the program implementors is very poor. Given such poor interpersonal relations among colleagues, the 'job liking' attitude of the officers declines. With this in view, the result presents no contradiction to the actual situation. However, in the other two regions, this factor has no relationship with the job liking part of attitude. The previous finding relating to this problem (the proportion of the sample having good relations with friends was 89 per cent) does not support the present result. Further, this factor did not correlate significantly even at .05 level with four of the dependent variables.

Job Esteem vs Expectations

The equation (j) taking Y_2 'the job esteem' as dependent variable and six of the expectation variables is statistically significant at .01 probability. The linear combination of the variables X_1 'feeling about chance of promotion', X_4 'present level of authority', X_6 'present level of status', X_7 'present level of salary', X_{16} 'interpersonal relation with immediate boss', X_{17} 'interpersonal relation with friends' accounts for 20.7 per cent of variation in the job esteem of incumbents in Kathmandu. Among these, however, only X_4 and X_{16} caused the major variation in the dependent variable Y_2 as the weights on the two are significant. The rest are found to be nonsignificant and contributed little to explain the difference in the job esteem.

In the above equation the negative and highly significant regression weight for the variable X_4 'the present authority is quite reasonable'. This implies that low level of authority attached to the incumbent's job has a negative influence upon their job esteem attitude. A similar result is obtained elsewhere when the contribution of this variable is examined across the other

regions. If the officers' esteem declines their commitment in regard to the development program tends to become weak which reduces the effectivity of the development program.

The positive significant regression coefficient for the variable X_{16} 'interpersonal relations with immediate boss' suggest that a good rapport with the boss adds to the esteem of the officers. In Kathmandu where all the levels of officers are working for the same project, good rapport with the project in charge becomes utmost essential, although in the hills and the terai districts, since most officers are in charge of their own program, rapport with immediate boss has not been an explanatory variable. But in Kathmandu, the better relation with the boss, the better work performance. Better appreciation from the boss not only contributes to esteem attitude but also it improves the career prospect of the agricultural graduate.

Job Priority vs Expectations

In the equation (k) the dependent variable Y_3 'job priority' attitude is regressed on eleven expectation variables. The function is statistically significant at .01 probability. The combined contribution to the job priority however is not so prominent. In the total variation it accounted for only 16.8 per cent with the major proportion of variance accounted for by only three of the eleven predictors in the equation. The remaining eight, however, indicated their importance by associating themselves in the best fit regression model. The explaining variables in the model are X_2 'self assessment for claiming promotion', X_5 'present level of responsibility', X_7 'present level of salary', X_8 'desired authority', X_9 'desired responsibility', X_{11} 'desired salary', X_{13} 'job security', X_{14} 'physical safeness', X_{15} 'interpersonal relation with immediate boss' and X_{17} 'interpersonal relation with friends'.

The positive and significant weight on X_{16} 'interpersonal relations with supervisor' refers to its being important in enhancing

the job priority attitude of the officers in Kathmandu. For the reason given earlier this environment is favourable equally to improve the job priority attitude. This further suggests that for the benefit of program both the incharge as well as the fellow officers need to develop and maintain congenial relations. This has not been the case, however, in the hill and the terai regions. In the former this has a negative though nonsignificant impact on the priority, because the boss is far away from the program site and a close relation simply distracts the program implementors from their assigned duties. On the other hand, in the terai this factor has not been important in affecting the job priority attitude.

In regard to the negative impact shown by the variable X_{17} 'interpersonal relation with friends' on the job priority attitude the similar reason is valid as were given in context of job liking and job esteem attitude. The poor relations with program managers in Kathmandu is not good for improving the attitude towards job priority either. Across the other two regions this has not been an important attribute with $\bar{R}^2$ falling gradually as the new variables were added to the function.

The variable X_{13} 'job security' has a negative and significant weight, meaning that the higher the job security, the lower would be the attitude toward the job priority. This is quite impossible, for there is no civil servant who does not want their job to be secure. This is obviously not the correct interpretation of the result. In view of the overall sample 88 per cent people did not see any insecurity. In Nepal, so long as one continues to regularly attend his duty and does not commit any unlawful action the job is highly secure. The evaluation system is not effective for seeing whether the job is properly done or the officer simply attends to his duty because he has a job to perform. Or there may be cases in which the officer grossly neglects the job. The Civil Service code provides for very general norms by which one can be liable to be punished in different forms: demotion, suspension of increment,

suspension of promotion and getting sacked etc. Where the rule is general, and performance evaluation is non-existent, then favouritism and nepotism can dominate the system. Where there is no mechanism to measure the efficiency of individual officers, everyone is considered efficient! Because such an anomaly exists in the system, the officers in Kathmandu (because of so many personal problems) are prone to take undue advantage of job security. It is a reality which the administration can no longer afford to ignore.

The feeling of over security thus retards the job priority attitude of the personnel in Kathmandu. The overall as well as the hill and terai district do not present any such problem. As such job security is not an important attribute affecting the job priority attitude in those regions.

Job Eagerness vs Expectations

The regression equation (1) with the job eagerness as dependent on three of the expectation variables X_4 'present level of authority', X_{11} 'desired salary' and X_{16} 'interpersonal relation with immediate boss' is not statistically significant and the three variables mentioned accounted for only 3.9 per cent variation in the eagerness component of job attitude. The major variation in the job eagerness is explained by the variable X_4 'present level of authority' which is significant at .05 probability. The result is impeccable. Across other regions however this particular variable is not important for the prediction of variation in the criterion variable 'job eagerness'.

4.2.2.4 Job Attitude vs Perceived Expectations in the Terai

According to the Table 4.3 III both the sets of dependent as well as independent variables are the same as in the preceeding section. The results here are for the terai region of Nepal.

Job Liking vs Expectation

The equation (m) in the table 4.3 III represents the regression of Y_1 'job liking' attitude as dependent variable and X_9 'desired responsibility' and X_{11} 'desired salary'. This function is neither significant nor does it account for major variation in the job liking aspect of attitude, as the $\bar{R}^2$ is only .027. As such the discussion is not worthwhile.

Job Esteem vs Expectation

Considering Y_2 'the job esteem' depending on X_2 'self assessment for claiming promotion', X_4 'present level of authority', X_6 'present level of status', X_7 'present level of salary', X_{10} 'desired status', X_{11} 'desired salary' and X_{14} 'physical safeness' the function (m) is statistically significant at .01 probability. The seven independent variables together explained only 13.8 per cent of variation in the job esteem component of attitude. The variables contributing the major proportion of variance are X_2 and X_{10} significant at 5 per cent level. Both of these have a negative impact on the job esteem of the terai program implementors.

The regression coefficient for self assessment for claiming promotion has been negative for the terai region. This implies that the job esteem of the terai program implementors is lowered when they consider the promotion score points they are likely to earn from their duty in this region. It has already been mentioned that the people in the hills build up scores higher than those in the other two regions due to the policy encouraging people to work in difficult situations. This policy itself, on the other hand, could be self defeating once the terai is the main agricultural area in the country. The aspiration of all the agricultural graduates for attaining higher position in any condition does not differ. If the officers lower their job esteem attitude or develop frustration resulting from such policy, the terai program is bound to carry its effect. Given the geogrphical situation of the Kingdom, the terai contributes substantially to the GDP and thus, as the agricultural

development programs are augmented every year in this area, so the implementors are to be kept encouraged. The present system regarding the discriminatory credit given to the officers duty in different geographical area does not at all confirm with the development ends of the country. This deserves serious consideration. The present finding reinforces this fact.

The variable 'desired status' has a negative weight significant at 5 per cent level. About all the desired condition, the objective the survey has been stated earlier. In order to keep up the esteem of the incumbents in the terai districts the status in terms of capacity, authority, ability, and salary has to be improved. Referring to the regression coefficient for present status in the same function it has negative impact too. The inability to meet the commitment due to lower status is common everywhere in the country. The desired higher status, a hypothetical expectation only tends to reduce the present job esteem of the incumbents in terai. The other two regions of the country did not take this variable into account for explaining job esteem.

Job Priority vs Expctations

In the equation (o) Y_3 'job priority' attitude is dependent on the variables X_2 'self assessment for claiming promotion', X_7 'present level of salary', X_8 'desired authority', and X_{19} 'interpersonal relation with clients'. The function is statistically significant at 1 per cent level and the four explanatory variables together explained 12.2 per cent of the total variation in the job priority attitude of the officers in the terai districts. Two out of four explanatory variables have been found significant and negative.

The regression weight on the variable X_8 'desired authority' has a negative impact on the attitude job priority. The argument given against all the desired conditions applies in this case as well. The imaginary expectation for higher authority tends to lower

the attitude, when in fact most agricultural graduates have given high priority to their job. Their conscience that the job should receive priority has been always in favour regardless of the present low level of authority, status and salary. If they concede that without the desired high authority the job can not be done, this kind of strategy declines their attitude toward the job priority. However they contend that they would have certainly done better given the desired or expected authority. Reemphasis on such desired job environment over and over again calls the attention towards actualising the situation. This variable, however, did not show its importance in the hill districts in explaining variation in the job priority.

The regression coefficient for the variable X_{19} 'interpersonal relation with clients' is highly significant but surprisingly negative, as one would normally expect that good relations with clients, in this case rural farmers, would improve the job priority attitude of the program implementors. The overall sample, in the previous finding, has indicated that quite a large proportion of the incumbents have good interpersonal relations. Why then it does have a negative impact on their job priority? Of course it reacts negatively in the terai situation. The socalled 'clients' here are a few big land holders. The majority of farmers in the rural terai are small farmers, tenants and landless labourers. The officers in the terai invariably fall under the influence of this elite group, while they are responsible for implementing agricultural development programs to the benefit of the general mass, which is their job priority. But in reality the interpersonal relations with big clients cause the terai officers to be involved in the interests of the elite group, leaving the others neglected. The influence of the rich landowners is really hampering the morale of most development workers in Nepal.

Job Eagerness vs Expectations

The equation (p) has dealt with Y_4 'the job eagerness'

attitude of the terai officers as dependent variable and X_2 'self assessment for claiming promotion', X_3 'opinion about present pattern of promotion', X_6 'present level of status', X_7 'present level of salary', X_8 'desired authority', X_{10} 'desired status' and X_{18} 'interpersonal relation with subordinates' as independent variables. The function is not statistically significant and the proportion of variance accounted for additively by the above seven variables in the variation of the job eagerness attitude is only 6.6 per cent. These variables, nevertheless, have indicated their existance as important in the aspired job environment in the terai region of Nepal.

4.2.3 Job Attitude vs District Environment

This section deals with the result obtained in the regression analysis of the problem relating to four attitude components regressed on the set of district environment. As in the preceeding section, analysis has been conducted taking job liking, job esteem, job priority and job eagerness as dependent variables and the eighteen district attributes (see variable details in the TAble 4.2 IV) as independent variables (Table 4.3 IV).

4.2.3.1 Job Attitude vs District Environment in the Overall Situation

Table 4.3 IV presents four equations from (a) to (d). Only one function of the four i.e. function (b) is significant for the overall district situation. The remaining three are non significant.

Job Esteem vs District Environment

The equation (b) has Y_2 'the job esteem' attitude as dependent variable and X_3 'electricity', X_5 'market', X_{11} 'nearness to town', X_{14} 'local cooperation' and X_{18} 'support from the district administrator' as the independent variables. The function is statistically significant with five of the above predictors jointly accounting for 14.9 per cent of the total variation in the incumbent's job esteem attitude in the overall sense.

Of the five, only the regression weight attached to the variables X_5 'market' is found to be significant but negative. The same data base indicates that 76 per cent of sample has accessibility to a market as an important district feature. Ironically the availability of market around the working district has not been favourable enough to keep the esteem high. Rather the result shows that it has a negative impact on the incumbents' job esteem.

Although most of the officers consider that the market is an essential condition they are not happy with the present situation of the market. Supply of consumption goods is most irregular. There is no effective control over price rises. Prices have been unstable in Nepal. Hoarding and blackmarketing exists and commodity shortages abound. The district cooperative union and the Sajha Society have not been able to cope with handling farmers' produce. Over and above the officers' fixed income not being able to cope with the rising price in the market, the presence of market has not been contributive. Despite the existence of market the program implementors often fail to keep up their commitment which affects their job esteem attitude. Such a situation certainly deserves the due attention of the planning and the policy making bodies.

Other variables in the equation did not show any marked variation in the esteem attitude.

4.2.3.2 Job Attitude vs District Environment in the Hill and Mountain District

In the hill and mountain districts the situation in regard to the incumbents' job attitude is intended to be judged against various district environments thereof. Again the result is presented in the Table 4.3 IV.

Job Liking vs District Environment

In the equation (e) of the above table the variable Y_1 'the job liking' part of attitude is regressed on the variables X_1

´availability of school and college´, X_2 ´hospital facility´, X_3 ´electricity´, X_4 ´transporation´, X_5 ´market´, X_7 ´residence´, X_9 ´schooling need´ and X_{10} ´health care´. The function is statistically significant and the combination of the above eight explanatory variables accounted for 90 per cent, the highest proportion of variation in the job liking attitude of the hill program implementors. All the eight regression coefficients are statistically significant at .01 probability.

The negative regression weight on the variable X_1 ´availability of school and colleges´ simply refers to the fact that the situation in the hill and mountain districts of Nepal regarding this aspect is greatly lacking, although 87 per cent of the overall sample reported the existence of school and college facility in the working district or in the neighbourhood. Does it really have a negative impact on the hill officer´s job liking attitude? The naive acceptance of the fact would simply lead one to conclude that the availability of schools and colleges should improve the job liking attitude. This is only an over-simplification. In fact the education policy of Nepal mainly focuses on the expansion of literacy. With this end in view the government has indiscriminately developed primary schools all over the country and the high schools and colleges at selected districts. The pedagogical facilities and quality in most of the schools are far more limited in the hill districts. Despite such a situation, education facilities in the hills and mountains are increasingly important and so is the quality of education which increases the people´s understanding of the development program. Not only this, the officers aspire to give a quality education to their children. With the background given, the present level of schools and facilities throws a negative influence on the job liking attitude of the hill officers.

Since this particular facet of the district environment is relatively better in Kathmandu and terai it has no reaction with the job liking attitude of these officers. The result has nicely confirmed the fact.

The regression coefficient for 'hospital facility' in the hill and mountain district is positive. The present level of hospital facilities overall has been reported to be good. Although the facility in view of the mass population is very limited, most officers have their posts in the district headquarters so that they can visit the district hospital easily. Thus there is no difficulty in understanding that this attribute has a positive influence upon the job liking attitude of the hill officers. However, in the other two regions hospital facility has little to do with the officers' job liking attitude.

The variable X_3 referring to 'electricity facility' has a positive regression weight. This clearly means that if electricity is developed this would have a positive impact on the job liking. Electrification of an area would certainly attract many people to work in the hill situation. The result presents no dubious view towards this aspect. This however has not been an important variable in explaining the variation in the job liking in Kathmandu and the terai regions of the country.

The 'presence of transportation' also contributes significantly to the job liking attitude of the personnel. The transportation development in the hill region not only has a positive contribution to the officers liking for their job but also the development program can be operated smoothly. This factor has not been an important contributor for the job liking attitude of the incumbents in Kathmandu and the terai.

The negative contribution of the 'market facility' has been discussed earlier. The situation of the market is worse in the hills. Such a situation has an adverse effect on managers' and development officers' interest in taking jobs in the hills. However, in Kathmandu and the terai this facet of the district environment makes no variation in the attitude towards job liking.

The positive regression weight attached to 'residence facility' obviously points to the fact that the program implementors in the hill and mountain district would like the job more if they were provided with a residence. According to the previous study, 68 per cent respondents ranked this facility in first place in order of importance. The significant and positive result contributing to the job liking attitude implies that in the hill situation, residence is the most important facility for the incumbents.

'Schooling needs' for the program officers' children is an important environment in the hill district. The higher weight accounted to this factor than residence indicates that this problem is more chronic in the hill and mountains. As pointed out earlier, schools exist in most of the districts, even though they have not been up to the requirement or the expectation of the program implementors. Therefore the result supports the fact that the more schooling needs are fulfilled, the higher the attitude toward job liking will be.

Across the other two regions, in Kathmandu this factor has not been an important attribute affecting job liking; but in the terai the coefficient for schooling need is negative as well as significant. This means either the schooling need has not been adequately fulfilled or the fulfilment has involved substantially high costs beyond the capacity of the incumbents. In Kathmandu and the terai it has been commonly seen that most of the officer ranked people have a tendency to send their children to expensive private schools, despite the free primary as well as government supported secondary and higher secondary schools. The level of knowledge imparted to the children in the free primary school has not been satisfactory. Of course, this presents a different problem for future research.

The regression coefficient for 'health care need' is negative and significant. This implies that in the hill and

mountain districts the health care needs among the incumbents is lacking. Such a lack has a retarding effect on the job liking attitude of the hill officers. While hospitals are accessible, thus leading to a more positive attitude, the low capacity of officers to meet health care needs leads to a deprived situation. The existing situation regarding health care needs has markedly contributed to lower the job liking attitude of the hill program officers. There has not been this experience in the other two regions.

Job Esteem vs District Environment

The equation (f) dealing with Y_2 'the job esteem' as dependent variable and X_2 'hospital facility', X_4 'transportation'and X_8 'vehicle facility' as independent variable is not statistically significant and the three variables named combinedly accounted for 16.5 per cent of the total variationin the job esteem attitude of the hill officers. All the weights are non significant hence no one caused the major variation in the criterion variable. Further discussion relating to it would not be worthwhile.

Job Priority vs District Environment

The regression function (g) with Y_3 'the job priority attitude' depending on X_1 'school and college situation', X_2 'hospital facility', X_4 'transportation facility', X_5 'market facility', X_7 'residence need', X_8 'vehicle need', X_9 'schooling need', X_{10} 'health care need' and X_{14} 'local cooperation' is statistically significant at .01 probability. The nine independent variables jointly explained 85 per cent of variation in the job priority attitude of the hill program implementors.

In the equation (g) the variable X_1 'school and college situation' has negative and significant weight. This means that the prevailing condition of this particular attribute has negative impact on the managers' attitude towards giving priority to their job. The situation is not encouraging. This kind of situation affects overall attitude of those working particularly in the hill and

mountain regions.

The variable 'hospital facility' being a positive and significant contributor not only improves the job liking but similarly influences the job priority attitude among the hill incumbents. Although, as mentioned earlier, job priority in the overall is substantially high, the result further attests to the fact that such an attitude is influenced positively with the presence of satisfying attributes such as hospital facilities.

'Transportation facility' has the highest weight and is positive. The higher the transportation facility available, the better the job priority. The result has confirmed the present day need of hill agriculture in Nepal. This, however, has not been an influential variable in the other two regions.

'Market conditions' in the hill and mountain district has a negative and significant weight which only means that the present market situation is not satisfactory. Rather the situation is discouraging which affects the attitude of the personnel towards job priority. More explanation to this problem follows the earlier section in regard to the job liking part of the attitude.

The 'residence need' has a significantly positive regression value. The residence need realised by the majority needs no explanation. the more such a need is fulfilled, the more positive would be the attitude towards the job.

The 'availability of a vehicle' has gained significant and positive weight in explaining variation in the job priority attitude, in the hill districts. The explanatory power, however, will not be generalised for the entire hill region of the country. In those hill districts where roads have been already established the results show significant validity. The program implementors, given their high regard to job priority, have expressed the need for a vehicle in

order to have wider mobility. The survey result supports the view that if they are provided with this facility their attitude is positively affected.

If the 'schooling need' is fulfilled, not only the job liking attitude but also the job priority is enhanced. The result is appreciated by the similar argument presented earlier in relation to this attribute.

The fulfilment of 'health care need' has negative impact on the job priority aspect of attitude. Apart from the argument presented earlier, one more point can be made here in view of the incumbents' as well as their families' health. Although their morale towards giving priority to their job has been found to be fairly high, their physical health becomes important to keep up such morale. In the same way, the consequences of the health conditions of their families is to be taken into account if their spirit and inspiration is to continue. The existing conditions of health care facing the program implementors has a retarding effect on their attitude. Such an effect, however, has not been found in Kathmandu and the terai region of the country.

The other important district attribute namely 'local cooperation' has shown a positive influence upon the job priority attitude of the personnel in the hill and mountain districts of the Kingdom. The significant and positive weight on this variable obviously points to the fact that the local cooperation shares the major variance in the variation of the job priority attitude. If the cooperation of local people and their representatives is not attained by the program implementors, particularly in the hill areas, the program does not get momentum, despite the officers' feeling towards their job. The result attests to the fact that local cooperation exists in the hill situation and such cooperation lends itself to add to the job priority aspect. Further to this effect the people's participation under the Panchayat System has been

contributive and effective in the hills rather than in other two regions.

Job Eagerness vs District Environment

The equation (h) which takes Y_4 and X_1 'school and college facility' and X_{17} 'getting necessary information' as independent variables is not statistically significant nor does it account for any variation in the job eagerness component of attitude. There is no valid reason for such relationship.

4.2.3.3 Job Attitude vs District Environment in Kathmandu

The result obtained in the regression analysis of the same sets of dependent and independent variables for Kathmandu region has been shown in the Table 4.3 IV. Out of the four functions fitted, only the one with the dependent variable Y_2 'job esteem' attitude is found to be statistically significant. The remaining three are neither significant nor account for any noticeable variation in the respective attitude components. As such district environment attributes X_1 through X_{18} have not been able to make a contribution to the three aspects of job attitude namely 'job liking', 'job priority' and 'job eagerness'.

Job Esteem vs District Environment

As mentioned before the equation (j) represents the regression function with the variable Y_2 'the job esteem' attitude regressed on six of the district environment variables and is statistically significant at .01 probability. The six predictors are X_4 'transportation facility', X_9 'schooling needs', X_{10} 'health care', X_{11} 'nearness to town', X_{12} 'communication facility' and X_{15} 'access to official information'. These variables jointly explained 71.2 per cent of the variation in the job esteem attitude of those in Kathmandu region. Five of the six variables are significant.

The regression coefficient for the variable 'transportation facility' is the highest of all and is positive. This means that

the higher the transportation facility, the better would be the attitude towards job esteem. The positive impact of transportation on the job esteem is understood. Transportation already exists in Kathmandu valley and surrounding places. In Kathmandu where the most programs operate on a national scale, the magnitude of the problem is immense; the role of transportation for transporting men and material has increased more than ever due to increased development efforts. The commitment to any program is eased by the presence of this facility thus it adds to the job esteem attitude. In the other two regions the job esteem has not been explained by the presence of transportation.

With the negative but significant regression weight labelled on the fulfilment of schooling needs, the reaction is discouraging particularly in Kathmandu region. Since numerous government sponsored and private schools operate here, the schooling need is fulfilled to the satisfaction of the Kathmandu dwellers. But as is mentioned earlier the officers in pursuance of higher quality education are facing the higher costs imposed by the private schools. It is a pity that the incumbents are unable to realise the benefit of free primary education available on a mass scale. However, the situation in the government sponsored secondary schools is relatively better. Nevertheless such a discriminating view regarding quality of an available facility affects the job esteem of the agricultural officers. The other reason is that the government has not been able to expand the schooling facilities to cope with the increased needs of the growing population in Kathmandu valley. Thus the private schools are receiving increased importance.

The positive and significant weight on the variable 'health care need' implies that the job esteem of the personnel is enhanced. Although the officers feeling about many other job environments may be low, the health care need is fulfilled here better than anywhere. Such a factor contributes favourably to the job esteem attitude. Certainly the capital dwellers are better off

in this sense.

'Nearness to town' has a positive contribution to the job esteem. For personal as well as official reasons the program implementors have considered this factor important. Being in Kathmandu the point is obvious. Thus it has been a satisfying factor to the incumbents working in Kathmandu.

The 'access to official information' has a negative weight. The information system is found to be lacking in the region. Such a lack essentially has a retarding effect on the job esteem attitude. The result points to the fact that the information system has not been effective even in the capital. A situation such as this causes dissatisfaction among the personnel. However, the job esteem of the hill and terai officers does not seem to be affected by this factor.

4.2.3.4 Job Attitude vs District Environment in the Terai

Taking the same group of dependent and independent variables the regression function has been presented in Table 4.3 IV for the terai region of Nepal. According to the table only one of the four equations is statistically significant, the rest are not.

Job Liking vs District Environment

In the above group, the function (m) which is significant at .05 probability has the dependent variable Y_1 'job liking' and the independent variables X_2 'hospital facility', X_6 'drinking water facility', X_7 'residence need', X_9 'schooling need', X_{11} 'nearness to town', X_{12} 'communication facility', X_{15} 'access to official information' and X_{18} 'support from district administration'. These eight district environment attributes together account for 28 per cent of variation in the job liking attitude of the terai personnel. The major variation is accounted for by three significant variables. The account of the significant variables follows.

The variable 'schooling need' has a negative regression coefficient significant at .01 probability. This clearly means that the existing situation in relation to schooling needs is not encouraging, rather it has a negative impact on the job liking attitude of the incumbents.

The possible reason has been discussed along with the hill situation for the same attribute. Besides, because of population increases due to hill people's migration, as well as the annual regional population growth, the available schooling capacity in the terai region decreases. This certainly further accentuates the problem of schooling needs.

'Nearness to town' is a satisfying attribute in view of the terai incumbents. Such a situation fosters job liking. From most parts of the terai the Indian towns across the border are also easily approachable. The free crossing of the border has been considered to be a personal benefit to the people of both sides of the boundary.

The 'access to official information' has not been good here either. The weak information system in the terai retards the job liking attitude of terai agricultural development program officials. This factor causes dissatisfaction among the program implementors, and its repercussion is reflected in the low performance of the programs implemented. In the case of the hills and Kathmandu region, liking the job did not seem to depend on the information system which prevailed there.

The other variables in the equation did not account for much variation in the job liking in the terai although they had varied response in other regions.

4.2.4 Multiple Effect on the Relationship Between Criterion and the Sets of Predictors

The sub-program 'regression' in the SPSS package provides a summary of relationships between the criterion and the whole set of predictor variables subjected to analysis for each case mentioned in the Tables 4.3 I-IV. The earlier interpretation has been based on the best fitted model picked up from the series of multiple linear functions. The interpretation has used adjusted $\bar{R}^2$ to explain the strength and magnitude of the relation between the criterion (job attitude) and predictor (variables included in the selected function in terms of highest $\bar{R}^2$). A further look at the magnitude of the relation between the criterion and the predictors when all the variables are included would be useful in order to see the multiple total effect of predictors on each criterion variable regionwise.

This summary of the relationship may be referred to in Table 4.4 The multiple R suggests the strength and degree of the relationship and the multiple R^2 will give the total variance caused by the linear effect of all the predictors in the set. In terms of R-square change the important variables are picked up in the selected models presented in Tables 4.3 I-IV. But one point to be noted here is that other job environmental variables not appearing in the best fitted regression model could be important for other aspects of the job not considered here although they did not show important relationships with the attitude. Disentangling the variables from the group is not the objective of this study, rather seeing the importance of different variables in the set. Therefore, how far the entire set is related with a particular aspect of job attitude and what is the total variance explained would be clear from Table 4.4. A description of this table is not intended, as the important variables have already been discussed in detail. The figures in the table are self explanatory in order to understand the total effect in terms of the magnitude and the direction of relationship referring to the column and rows of the table.

TABLE 4.4
RELATIVE STATISTICS DERIVED FROM MULTIPLE FUNCTION

	Job Liking (Y_1)		Job Esteem (Y_2)		Job Priority (Y_3)		Job Eagerness (Y_4)	
	Mult.R	R^2	Mult.R.	R^2	Mult.R	R^2	Mult.R	R^2
OVERALL								
Personal Attributes	.257	.066	.269	.072	.278	.077	.195	.038
Job Experience	.927	.859	.893	.797	.274	.075	.891	.794
Perceived Expectation	.244	.059	.401	.161	.312	.097	.229	.052
District Environment	.334	.111	.427	.182	.355	.125	.220	.048
HILLS/MOUNTAINS								
Personal Attributes	.390	.152	.679	.461	.681	.464	.938	.880
Job Experience	.628	.395	.745	.555	.575	.330	.453	.205
Perceived Expectation	.445	.197	.537	.289	.612	.375	.524	.275
District Environment	.972	.944	.691	.477	.962	.925	.563	.316
KATHMANDU								
Personal Attributes	.383	.147	.434	.189	.444	.197	.324	.105
Job Experience	.802	.643	.855	.732	.556	.309	.864	.748
Perceived Expectation	.424	.180	.534	.285	.518	.268	.328	.107
District Environment	.748	.560	.889	.790	.905	.820	.927	.859
TERAI								
Personal Attributes	.439	.193	.431	.186	.231	.053	.398	.158
Job Experience	.571	.326	.515	.265	.454	.206	.289	.084
Perceived Expectation	.298	.088	.462	.213	.462	.214	.399	.160
District Environment	.725	.526	.549	.301	.577	.333	.411	.169

4.2.5 Summary

In this chapter initially the dependent variables were determined through the factor analysis technique. Accordingly, instead of five a priori job consciousness components the factor analysis produced four principal components (factors) with three of the attitude scale items clustering on each factor. The factors obtained were renamed as job liking, job esteem, job priority and job eagerness, as four different components of attitudes of the agricultural program implementors in Nepal.

The attitude factors further served as the criterion variables in multiple regression analysis which covered most parts of this chapter. In the regression analysis the job environment variables further divided into four sets namely personal attributes, job experience attributes, perceived expectation attributes and district environment attributes. Through the multiple regression technique the best fitted model was selected to explain the variation of each component of job attitude under each group of independent variables both in the overall region as well as across the hill, Kathmandu and Terai regions of Nepal.

The regression result discussed in this chapter shows that out of the twelve variables under the personal attributes none of them was able to explain any significant variation in any attitude component. So from the standpoint of the job attitude the personal characters shown in Tables 4.1 I to 4.1 IV were not important. In other words they were not satisfying attributes as they did not have any affective reaction with the attitude.

Out of the eighteen variables in general the agricultural program implementors felt that their attitude would negatively or positively vary with the job experience attributes such as rank, experience, job position, alternative job opportunity, change of posts, change of work area, duty in the remote area, duty in convenient district, duty in moderately convenient district, present

salary and transfer. As they have significantly contributed to one or other part of the job attitude, the feeling about these varies the degree of satisfaction derived through mutual reaction of ´feeling of´ and ´feeling about´.

Similarly in the third group of extrinsic factors, i.e. perceived expectation, the regression result has highlighted the importance of these, such as the promotion possibility, self evaluation, impression about the promotion pattern, job authority, job responsibility, job status, salary, desired conditions, job security, interpersonal relation with boss, friends and clients. The variables not mentioned were not important factors of job satisfaction. The above expectations or opportunities varied from one or other components of the attitude depending on the geographical area of the country.

In the district environment the factors which interact with the job attitude of the officers and produces either satisfaction or dissatisfaction towards the job are different. Social services such as schools and colleges, hospitals, electricity, transportation, market, etc. and felt needs such as residence, vehicle, schooling, health care, nearness to town, local cooperation, official information, and the support from the district administration have been analysed. The magnitude of the regression weight on the factor refers to the relative importance of the particular variable in consideration of the satisfaction problem.

In the following final chapter the summary of the study and the suggestions based on the results will be presented.

CHAPTER V

SUMMARY, CONCLUSIONS AND SUGGESTIONS

5.1 Structure of the Research

This study was first initiated due to the need that arose while evaluating the agricultural program performance in the Ministry of Food, Agriculture and Irrigation in the year 1978. Sponsored by the Agricultural Development Council the study was concluded in January 1980 and made some suggestions for improvements in the administrative climate commensurate with the felt need of the graduate agricultural officers in Nepal.

The present study was undertaken mainly with the objective of examining the relationship between the job attitudes of the agricultural officers and various job environmental and personal variables such as the incumbents' personal background, job experience, job expectations and district background within the existing administrative system, and also to identify the satisfying conditions that improve the attitude of the incumbents.

The basic data for the analysis was obtained from the Ministry of Food and Agriculture, His Majesty's Government of Nepal, collected for the previous study 'Job Environment and Job Consciousness of Agricultural Graduates'. A sample of 307 program implementors from 22 representative hill, mountain, terai and Kathmandu valley districts of Nepal, provided information regarding the job environment viz. personal attributes, job experience, job expectations and district background and the job attitude components viz. job liking, job esteem, job priority, job eagerness and sense of competence.

Using principal factor analysis the twenty a priori dependent variables in a scale were reduced to twelve forming four

clusters of the attitude test variables, each containing only three scale items. The last component 'sense of competence' was not accounted for significantly by the factor analysis of the variables. An index was made for each of the job consciousness aspects. The four attitude components thus obtained were subjected to the Pearson product-moment correlation with the attitudinal and environmental variables. The job environment variables which were significantly correlated with any of the attitude variables were picked up for inclusion in the multiple regression analysis as independent variables affecting the attitude of the personnel.

The main purpose of analysis was to see the degree of relationship between the attitude of the program implementors and their (i) personal attributes; (ii) job experience; (iii) job expectations; and (iv) district environment, and to investigate to what extent certain variables explain the variation in certain components of attitude. To explain such phenomena, the study relied on the standard analytic technique, multiple regression, often used in this type of research. Further the main interest was to look at attitudinal differences among the incumbents working in various geographical situations of the Kingdom i.e. hills and mountains, Kathmandu and the terai.

In the independent variable set 'personal attributes', fourteen variables relating to the personal background of the agricultural graduates were incorporated into the regressions model and an assessment made about which of these affected the job attitude of the personnel in the hill, Kathmandu and terai. The variables were

i) rank
ii) age
iii) sex
iv) year when eduction completed
v) duration of job training
vi) number of training opportunities

vii) family size
viii) family structure
ix) number of partial dependents
x) number of educated family members
xi) number of family employed
and xii) family expenditure.

The second set of variables ´Job Experience" of the incumbents consisted of

i) rank
ii) year job taken up
iii) position when the incumbent joined the service
iv) present job position
v) other job tried prior to the current job
vi) preference for other job
vii) posts or positions changed
viii) districts changed on transfer
ix) duration in the remote districts
x) working under moderately convenient districts
xi) working under convenient districts
xii) present salary
xiii) increment in the last three years
and xiv) transfer.

The third set of the job environment ´Perceived Job Expectations´ of the incumbents consisted of

i) feelings about chance of promotion
ii) self assessment of promotion scores
iii) opinion about present pattern of promotion
iv) present job authority
v) present job responsibility
vi) present job status
vii) present salary
viii) desired authority
ix) desired responsibility

x) desired status
xi) desired salary
xii) need for training
xiii) job security
xiv) physical safeness
xv) interpersonal relations with supervisor
xvi) interpersonal relations with immediate boss
xvii) interpersonal relations with friends
xviii) interpersonal relations with subordinates
and xix) interpersonal relations with clients.

In the last set of environmental variables 'District Characteristics' eighteen variables were included. They were

i) schools and college facilities
ii) hospital facilities
iii) electricity
iv) transportation
v) market
vi) drinking water facilities
vii) residence
viii) vehicle needs
ix) schooling needs
x) health care needs
xi) need for nearness to town
xii) communication facilities
xiii) supplies for job performance
xiv) local cooperation
xv) access to official information
xvi) facilities compared with contemporary friends
xvii) getting necessary information
and xviii) support from district administration.

5.2 Overall Situation of Attitude and Job Environment

In the overall districts as well as in the other three regions of the Kingdom mentioned above, none of the twelve variables

under the personal attributes set explained the variation in the attitude components. This simply means that the program implementors attitude towards job liking, job esteem, job priority and job eagerness is indifferent and nonresponsive to the change in their personal background. Whatever their background is, the jobs have been an alternative source of employment for the educated people although most of them have a substantial burden of family and expenditure.

In the overall situation, the important job experience variables known to explain the variation in the job esteem attitude are experience, change of post, duration in the remote area, working in moderately convenient districts, working in a convenient district and present salary. Similarly the job eagerness is affected by rank, present job position, duration in the remote areas and working in a convenient district.

The contribution of the explanatory variables, whether negative or positive, needs to be considered as the important factors to be examined in the administrative reform. The negative coefficient by and large carries the meaning that the administrative step should be taken to improve the situation. The positive coefficient on the other hand means a favourable factor which may improve the attitude. Higher satisfaction is realised through augmenting or reforming such a factor. The other point to note in understanding the results is that if any of the components are negatively affected, the situation affects the whole attitude towards the job, for poor attitude leads to dissatisfaction.

Because of the complex nature of the problem, the implications of the results will be classified into three categories i.e. satisfying, satisfying or dissatisfying, and dissatisfying. If any of the variables explain positively one component of the attitudes and negatively the other it is either satisfying or dissatisfying.

Depending on the contribution, the analysis is summarised as satisfying, satisfying or dissatisfying, and dissatisfying.

The Satisfying Job Experience Variables (Attributes)

i) Rank
ii) Experience in length of service
iii) Working in moderately convenient district
iv) Working in convenient district

The Satisfying or Dissatisfying Job Experience Variables (Attributes)

i) Service duration in the remote area
ii) Working in moderately convenient district

The Dissatisfying Job Experience Variables (Attributes)

i) Present job position
ii) Changing policy in regard to postings.

The overall reaction regarding the perceived expectations as explanatory variables was negative. The important variables which accounted for major variation in the job esteem attitude were feelings about the chance of promotion, the present level of authority and present level of status. Variation in the job priority was explained mainly by the variable 'desired authority' whereas in the case of job eagerness the principal explanatory variable was present level of status. Out of 19 variables included, there were no satisfying factors that showed a significant impact on the attitude.

The Dissatisfying Expectation Variables are

i) feeling about chance of promotion
ii) present level of authority
iii) present level of status
iv) desired authority

In the overall situation, there was only one out of eighteen district environment variables, namely market, which showed a retarding effect on the job esteem attitude. The dissatisfying variable in this group is market facility presence.

Hill Situation of Job Attitude and Job Environment

In hill and mountain districts of the Kingdom the important job experience variables which explained major variations in the job esteem attitude were rank, working in moderately convenient districts and present salary. The hill program implemenmtors can derive through the following satisfying conditions.

i) rank
ii) working under moderately convenient district
iii) present salary.

In their perceived job expectations the hill incumbents changed their job liking attitude with a change in feeling about their chance of promotion; their job esteem changed with a change in self assessment for promotion scores and desired authority and the job priority varied mainly with a change in the present level of status. The conditions of these attributes are

Satisyfing i) self assessment for promotion scores;
ii) desired authority
dissatisfying i) feeling about chance of promotion;
ii) present level of status.

The analysis showed the impact of various district facilities and needs upon the job attitudes of the hill program officers. The liking attitude in the hill and mountain district was affected by school and college facilities, hospital facilities, electricity, transportation, market, residential needs, schooling needs and health care needs. Similarly most of these variables accounted for the major variation in the job priority. The variables responsible in this regard were vehicle needs and local cooperation. Their conditions in the hills and mountains have been

considered as

Satisfying attributes

i) hospital facilities
ii) electricity
iii) transportation
iv) residential needs
v) vehicle needs
vi) schooling needs
vii) local cooperation

Dissatisfying attributes

i) school and college facilities
ii) market facilities
iii) health care needs.

Kathmandu Situation of Job Attitude and Job Environment

In Kathmandu region the agricultural program implementors' attitude towards job liking was mainly affected by three of the job experience variables, namely posts changed, duration in the remote districts and working in moderately convenient districts. The esteem part of the job attitude is sensitive to as many as eight variables viz. rank, length of service, present job position, preference for other job, duration of service in the remote area, working under moderately convenient districts, working under convenient districts and facing transfer. The variables which explained the variation of job liking were equally important and responsible for influencing the job eagerness attitude of the incumbents. According to the results the conditions of these important attributes are classified as

Satisfying attributes

i) length of service
ii) present job position
iii) preference for other job
iv) posts changed

and v) working under convenient districts

Satisfying or dissatisfying

i) duration of service in the remote district

ii) working under moderately convenient district

Dissatisfying

i) rank

ii) facing transfer.

The only perceived expectation variable that was important in explaining the major variation in job liking was interpersonal relations with friends. In this group two other variables, namely present level of authority and interpersonal relations with boss, were sensitive to the esteem attitude of those in Kathmandu. The other component of attitude, job security, interpersonal relations with boss and interpersonal relations with friends did not explain much of the variation. The last component, job eagerness, responded to only one expectation variable known as present level of authority. The result provides a clue towards understanding whether they are satisfying conditions or otherwise.

Satisfying attributes

i) interpersonal relations with boss

Dissatisfying attributes

i) present level of authority

ii) job security

iii) interpersonal relations with friends.

Among the district environment variables, those accounting for major variations in the job esteem attitude of the personnel in Kathmandu were transportation, schooling needs, health care needs, nearness to town and access to official information. Accordingly they are classified as

Satisfying attributes

i) transportation

ii) health care needs

iii) nearness to town

Dissatisfying attributes

i) schooling need

ii) access to official information

Terai Situation of Job Attitude and Job Environment

In the terai region of the Kingdom, the personnel's attitude towards job esteem was mainly explained by the transfer situation facing the incumbents. Similarly their job priority attitude mainly responded to the variable 'number of districts changed on transfer'. The conditions are

Satisfying attribute

i) number of districts changed on transfer

Dissatisfying attribute

i) transfer situation.

The terai respondents attitude towards job esteem was known to be affected mainly by the self assessment for promotion scores and desired status.

The other part of the attitude responded to desired authority and interpersonal relations with clients. Here the level of these expectation variables are

Dissatisfying

i) self assessment for promotion scores

ii) desired status

iii) desired authority

iv) interpersonal relations with clients.

In regard to district facilities and needs, the variables schooling needs, nearness to town and access to official information explained a major proportion of variation in the job liking attitude whereas the job priority was mainly responsive to access to official information. Accordingly in the terai situation

Satisfying attribute

i) nearness to town

Dissatisfying attribute

i) schooling needs

ii) access to official information

5.3 Suggested Improvements Towards Agricultural Administration

Based on its findings the study points out some steps towards the reform of the existing situation in agricultural administration in Nepal. The study has not taken into account the changes made after the survey was completed. Any information leading to changes afterwards will be touched on to some extent to the best of the researcher's knowledge. The suggestions are as follows:

5.3.1 Rank. Given the existing situation that higher ranking officers are comparatively better off in terms of income, authority, responsibility status and other facilities, most officers aspire to higher rank in order to fulfill this desire. Rank more than job has become a goal for the career development of the personnel in the existing system. However in the context of job performance the program implementors should not have a feeling of indifference. If a given piece of work needs proper authority, status and facilities, these should not be withheld because of someone being in lower rank. Enough salary of course is needed for the incumbents to discharge their financial obligations. The pay, authority, status and facilities should therefore be tied to the job or position rather than rank.

5.3.2 Length of Service: Whoever has the higher rank is senior to those who do not and passes the orders to get things done. Length of service of a person is a big asset to the system in terms of his experience. Since these attributes add to the person's job esteem, it is a satisfying condition. The finding suggests that experienced people should be retained in the system by giving them a better role or position and other incentives. The irony in the system is that

the higher the qualifications and scores are, the better the chance of promotion to a higher rank which means again superior position. However, this has been given relatively better weight with the 1978 amendment to the civil service regulations.

5.3.3 Position There has been a mixed feeling about this attribute. It is a dissatisfying environment in the overall context although it has been a satisfying one in the case of Kathmandu. The reason has been made clear in earlier discussions. Considering that the present position contributes to a retarding attitude, the administration should in no case undermine this situation. When the job position itself is a dissatisfying attribute, the implementation of programs will naturally become poor. Such a situation only suggests that the present job position in the background of the incumbents' skill, training, experience and interest will need to be reviewed.

5.3.4 Transfer situation The transfer problem is acute. Nearly 65 per cent of the personnel faced transfers for various reasons, which is not a healthy atmosphere for any development program. This was also pointed out in the previous study. An agricultural program is prone to suffer badly when the person once acquainted with the people and the area is changed, for the new person taking charge usually needs some time to understand the situation. The finding has also shown that the transfer situation affected the attitude of personnel in the opposite direction. The result therefore calls for a consistent policy towards existing transfer practices.

5.3.5 Economic Situation of the Agricultural Program Implementors

Examining the attitudes towards present salary it becomes obvious that the higher the present salary the better will be the attitude towards the job. The result is more apparent in the hills because of the higher cost of living. Despite the fact that the personnel in the hills and mountains have been given 25 per cent to 75 per cent more than the current salary, the situation remained

dissatisfying. Salary must cope with the minimum need of the incumbent. Low level salaries lead the incumbents not only towards dissatisfaction but also to corruption and irregular practices. Their interest would be more towards fulfilling the salary gap rather than the achievement of the program. The government of Nepal has been increasingly keen to close this gap because inflation has directly hit the fixed income group, not only agricultural graduates but all the civil servants. In the last fiscal year a provision was made for a monthly expense allowance of NR60 to all civil servants. The new elected government presenting the budget for the fiscal year 1981-82 announced a general rise in salary levels for all the civil servants ranging from 12.3 per cent to 66.6 per cent of the existing pay scale.

The average monthly expenditure was NR1631 against the average monthly salary of 871.6 at 1978 prices. The largest (61 per cent) was fulfilled by external sources, i.e. agriculture, part time jobs, paternal property, family salary etc. With increasing inflation, the average expenditure figure must rise.

5.3.6 Promotion Policy

While most of the program implementors hope for promotion to a higher rank, the situation is not favourable according to their expectation. The results have shown that the feeling of promotion possibility influenced the person's attitude in the overall situation. The existing pattern of promotion has been discouraging. Regarding promotion scores when assessed by the incumbents themselves, in the hill and mountain districts, it was a satisfying attribute but this became a part of dissatisfaction in the terai situation. Should rank or promotion to higher level be an incentive to better work, performance evaluation would be the better criteria to follow rather than the scores earned by various scources. The system puts a major proportion of the personnel in a weak position, thus discouraging and detracting from program performance.

5.3.7 Job Effectiveness

The attributes considered are present levels of authority, responsibility, status and salary vis-a-vis their desired conditions. Present levels of authority and status were negative contributors to the attitude of the personnel. Desired conditions only presented a mixed feeling in terms of achieving them, for the notion would not improve the attitude. In reality the lack of authority, status and salary decreases the effectiveness of a given job. As the conditions of these attributes are dissatisfying they may lead to serious consequences for the program. This attitude has already been reflected as a partial reason for the poor result of the previous programs. The lack of authority and status associated with the increased responsibility simply effects a 'passing the buck' situation in taking decisions. In regard to many issues the matter needs to be referred to the regional and central level for decision making. At the centre many such problems naturally delay the decision. Such a delay then slows down the program spirit or even the spirit is lost due to the prolonged decision making; thus the incumbents are not able to fulfill their commitments. The momentum thus has to be gained through bringing up dissatisfying elements to a satisfactory level.

5.3.8 Interpersonal Relations

In any management program interpersonal relations are considered an important factor. In rural development programs it is involved even more. In the existing framework of agricultural administration the relation between the program implementors and their bosses was found to be satisfying and contributed to favourable attitudes toward the incumbent's job; but only in Kathmandu. The system should offer a favourable climate for inter and intra departmental people to have a friendly exchange of ideas. Interpersonal relations with clients was not satisfying in the terai region due to a meagre chance of being involved with the larger section of program participants such as the small farmers, tenants or agricultural labourers. Special programs involving a larger section

of beneficiaries is suggested.

5.3.9 Information Systems

Access to official information appeared as a dissatisfying attribute in the district environment, more pronounced in Kathmandu and the terai. This decreased the job attitudes of the personnel. Both these regions are far more developed in terms of infrastructure when compared with the hill region. The flow of information needs to be improved in the absence of which not only the agricultural program but the whole development is bound to suffer.

5.3.10 Social Services

The study pointed out that the schools and colleges that are available in the hills and mountains were not highly regarded. Betterment of conditions of existing facilities along with establishing well equipped schools and colleges is necessary. Facilities such as hospitals, electricity and transportation were positive attributes. In the context of rural development. These facilities are not only seen to be lacking by the incumbents, but the existing facilities ought to be expanded in the interest of the entire rural community, the market facility was not satisfactory, virtually non existent in many hill places. The availability of an effective market is an important precondition for improving rural development programs.

5.3.11 Personal Needs

The study assessed the general needs of the agricultural program implementors. In their personal needs the incumbents gave highest preference to residential needs. This reacted positively with job attitudes in the hill situations. Nevertheless, rural development personnel should be free from thinking about his shelter. The administration must therefore note this point for anyone working outside his homeplace. Similarly the provision for efficient means of transportation such as a vehicle has appeared as a developmental need. Fulfilment of schooling needs could improve the

job attitude of hill personnel but not among those in Kathmandu and the terai regions. The study is in a position to suggest that the schooling need has to be fulfilled according to the expectation of the people. The schools and their pedagogical capacity have to be stepped up. Hospital facilities are available when the program implementors are located in the district headquarter; but still health care needs caused dissatisfaction. This simply suggests that the medical facility for use in the available hospitals is not enough. The administration, in such circumstances, can either improve the situation or provide necessary allowances to offset the depressed situation. However, the consciousness of the administration to such needs of all civil servants has been increasing year after year since 1978 and facilities are gradually stepped up every year. Medical facilities have improved since the study began.

5.3.12 Local Cooperation

In the hill region of Nepal the local cooperation factor was found to contribute to the job attitude. The increased cooperation of the local people is absolutely essential for rural development. People's participation in development planning will be conducive to receiving increased local cooperation. To put such an idea into practice will certainly require improvement in the administration and the management system. Administrative rigidity now found in the system needs to be simplified to an amenable and flexible condition in order to make the rhetoric of people's participation more effective. Local cooperation could be enhanced through a coordinated approach towards the development front.

5.4 Conclusions

The study ends with the exploration of more possibilities for further research in the management of agricultural development. It has been able to answer only some of the basic questions posed in explaining the job attitudes of the agricultural development officers. The findings have highlighted further how

various job environmental factors affect the attitude of the development workers; what are the things to be mended in the administrative structure and the implications of the program implementor job satisfaction on the program performance. A satisfied worker guided by a favourable job attitude would produce a better result.

The motivation of the program implementors, which is derived through their job attitudes, is a major factor influencing administration so that it can meet its ends and objectives. The existing frustration and feeling about the experiences, expectations and facilities have largely dominated the program implementors' thinking which constrains the smooth running of the agricultural programs. In a situation like this the program achievement will not be in compliance with the growth envisaged by the Development Plans of Nepal.

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